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1989 ANNUAL REPORT

UTAH STATE DEPARTMENT OF CORRECTIONS

FORWARD

The Department of Corrections 1989 Annual Report, a fiscal year document, covers the period of July 1, 1988 to June 30, 1989. This report reviews the various roles, missions and accomplishments of the Department during this period of time. The directory and organizational charts are current to October 1, 1989, while all other information reflects fiscal year 1989.

Utah Department of Corrections

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Acknowledgments

As in previous years, this report represents the efforts of numerous individuals throughout the Department. This process ensures a more accurate representation of information concerning the organization. This report was designed and created through the Office of Public Affairs, and printed by inmates of the Utah Correctional Industries print shop. Thanks to **Adrian Overton** (UCI print shop supervisor) and the following individuals who helped make this effort successful.

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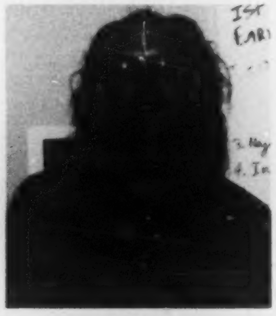
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Utah Department of Corrections

November 15, 1989

Dear Governor Norman H. Bangerter, Senators, Representatives, and the Citizens of Utah:

During fiscal year 1988-89, the Department of Corrections experienced a successful year, despite financial constraints in its operating budget. We have been successful because of the excellent efforts of our staff and the continued support from the Governor, Legislature, public safety agencies, courts, and the citizens of this state. Members of this department, management and staff alike, are committed, dedicated, and hard-working people. Many have distinguished themselves in ways that are never seen by the public, working in dangerous environments, enduring high-pressure work situations, and/or by working long hours without additional compensation. It is this kind of dedication that drives the department, helping to ensure the safety of our communities.

I am extremely proud of our accomplishments. This year we have: (1) successfully managed a growing inmate population which has grown at a rate of 12.2% since 1980, compared to 8.8% nationally, and probation and parole populations presently in excess of 8,000; (2) shown that double-bunking works, and that it can be accomplished at a tremendous savings to the state; (3) completed a two-year study establishing standard operating procedure for handling inmates, parolees and probationers by the department; (4) instituted a number of successful prison industries programs which have created a profit for the third year in a row; (5) received national attention for our crackdown on drugs and corruption at the prison; (6) emphasized excellence through training and education — creating a very sophisticated and professional corrections training system; and, (7) involved a number of volunteers, state and county governmental agencies, universities, and other entities in assisting us with the development of more efficient programs and services for the offender populations while saving the tax payers thousands of dollars.

Our future problems will be similar to those of the past, managing a growing offender population with limited resources while maintaining the constitutionally-mandated levels of custody. I am convinced that we can continue to find more efficient, effective and creative ways to meet the demands of the future.

Sincerely,

Gary W. DeLand
Executive Director

Advisory Councils

Corrections Advisory Council

The Corrections Advisory Council (CAC) exists to advise the Executive Director of the Department of Corrections. In carrying out this function, they review proposed policies, provide recommendations with regard to planning, and generally assist with the development of the mission and goals of the Department.

The constituency group of the CAC is the taxpayer of the State of Utah. Although they act in an advisory capacity, they play a vital role in representing the agency to the community support for correctional programs. Members of the committee are:

Dr. Bart Wolthuis - Chairman
Dentist, Ogden, Utah

Dr. Glen Howard - Member
Professor, Farmington, Utah

Mr. Roy L. Young - Member
Retired Businessman, Milford, Utah

Mr. Rex L. Vance - Member
Retired, Sheriff's Office, Murray, Utah

Mr. Arthur E. Allen - Member
Retired, Sheriff's Office, St. George, Utah

Ms. Susan Schildmeyer- Member
Freelance Writer and Research Analyst, Sandy, Utah

Dr. Bruce King - Member
Veterinarian, Gunnison, Utah

Utah Correctional Industries Advisory Board

The Utah Correctional Industries Act created an Advisory Board consisting of six appointed members who shall have a combined background which includes direct decision-making experience in production, finance, and marketing. At least one member should also represent labor. Members shall be appointed to four year terms.

The Board has the following duties:

advise which enterprises should be conducted in the correctional facilities, the volume, kind and place of enterprise in order to eliminate unnecessary inmate idleness at all facilities, and to provide diversified work activities which will serve as a means of enhancing vocational skills;

establish policy with respect to the conduct of all enterprises;

advise whether any enterprise should be established, expanded, diminished, or discontinued;

advise the prices at which all services and products provided, manufactured, produced, or harvested by enterprises shall be furnished;

consult regularly with state agencies and local public entities in order to develop new enterprise products, and establish new service functions to meet their needs;

act as liaison with private industry, organized labor, the Legislature, and the general public;

obtain and provide technical assistance for enterprise programs;

recommend to the division the adoption of rules necessary to carry out the provision of this chapter;

review and monitor an annual budget for all enterprises. The budget process shall include a projected profit analysis, sales forecast, and anticipated year-end financial forecast;

assist in the process of inmate occupational placement upon release from confinement by coordinating with the Board of Pardons, Correctional Industries, and Field Operations; and

prepare an annual report to the Governor and the Legislature which shall contain:

1. a detailed financial statement of each enterprise in each facility;
2. a detailed financial statement of the fund;
3. reasons for establishing or terminating enterprises;
4. a summary of plans to develop additional enterprises;
5. the number of inmates employed in each enterprise;
6. the number of inmates available for work at each facility; and
7. any further information requested by the Governor or the Legislature.

Major Accomplishments

Major Accomplishments

The Enforcement Bureau, Special Operations Unit accompanied by criminal investigations and enforcement officers **successfully completed several multi-agency operations**. In one such operation conducted with the Federal Bureau of Investigations, West Valley Police Department and Public Safety, 15 individuals were arrested for narcotics violations, weapons violations and parole violations. Also, Special Operations participated in a statewide narcotic interdiction program titled Green Leaf. This operation was responsible for the eradication of thousands of marijuana plants and arrests of numerous individuals associated with the trafficking.

A major accomplishment of the Bureau of Legal Services was the **establishment of a Contract Section**. This Bureau has been assigned the responsibility of drafting and coordinating all departmental contracts. A standardized computer tracking system was initiated which allows for immediate access to the status of a contract. The new system will not only add to the integrity of department contracts, but also decrease processing time.

During the past fiscal year Field Operations has implemented an **automated restitution** program state-wide. In addition to this computerized collection program in offices of Adult Probation and Parole, the Community Centers have automated all resident accounts. These programs provide appropriate checks and balances for accounting purposes and closer monitoring of funds.

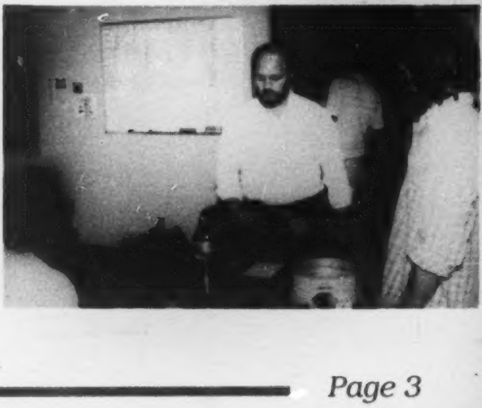
The Furniture Plant completed another **$1,000,000 sales** year while undergoing extremely disruptive remodeling throughout the year. This was accomplished with no "down time" during construction. The new facilities will accommodate a larger volume as well as improve the quality control.

Major Accomplishments

Through the efforts of officers at North and South Point facilities and staff from the Bureau of Enforcement and Investigations, there were **no escapes through the secure perimeter**. Walkaways from Community Correctional Centers work crews and home visits did take place, but each occurred under circumstances of minimal security. Credit for this exceptional effort belongs to all staff who diligently executed policies and procedures. It has been more than four years since the last escape from the South Point facility.

During 1989 Field Operations undertook a monumental effort to **time study** the tasks required to supervise offenders to standard of supervision in the community. The result of this study will be the basis for assigning workload values to specific levels of supervision. The workload values compared against the time available to supervise cases aids Field Operations management in distributing workloads and deploying staff. This also helps determine standards of supervision that need to be adjusted. The results of the study indicate that Field Operations staff continue to deal with an extremely high workload, which supports the divisions' assessment that additional staff is needed.

Although the Mentally Ill Offender Program at Orange Street Community Corrections Center was first developed in 1987, it has continued to evolve since and is the **only one of its kind in the United States**. Mentally ill offenders (MIO) are supervised in a community center which provides the needed structure to help protect the community from new offenses. At the same time, contract providers offer therapy, life-skills training, recreation, and medication, all of which help the offender integrate into the community while meeting a greater portion of their own needs. In this way the MIO becomes less dependent on the "System" for support and correction.



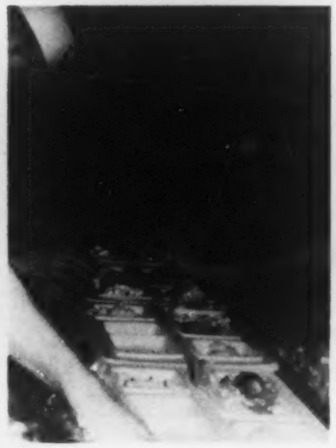
Major Accomplishments

The **Women's Correctional Facility and Lone Peak staff** coordinated their programs to create a women's conservation crew. Twelve female inmates were selected to participate in a trial project in June 1989 at a State Fish Hatchery. They traveled to White Rock, Utah, stayed in tents at night and "clipped fins" during the day. They were away from the facility for one week preparing their meals on camp stoves and using water that was carried to the camp (no running water, hot or cold). Two staff members supervised the project, living under the same conditions as the inmates. The "trial" project was a success. The Division of State Lands and Forestry staff were extremely helpful in obtaining the projects, assisting in outfitting the women and providing staff to supervise the work. The conservation crew provided a service to our state and the women inmates found the work to be meaningful and beneficial to their institutional progress.

During the year, the **Personnel Bureau** processed numerous applications for positions within the Department of Corrections, including recruitment and the beginning of the hiring process for the Gunnison Prison.

Improvements in written/physical agility exams, background investigations, pre-employment psychological evaluations, and oral interviews have resulted in the selection of more highly qualified applicants for Departmental positions.

An updated and computerized employee information system has been expanded for all employees within the Department. Information contained in the new system reflects all changes in employee status; such as pay increases, transfers, and promotions.



The Salt Lake City/County Board of Health has continued their quarterly **food service inspection**. During the last two quarterly inspections, all of the various kitchens at the prison have received a perfect score of 100%. In addition, donated foods have been substantially reduced; thus, the division has had to absorb costs that had not been previously budgeted. With the aid of an alert vendor/sales representative, purchasing agent, warehouse staff, and food personnel, we were able to stay within the established budget.

Major Accomplishments

South Point's Green Thumb Program has been so successful that it was able to provide several tons of fresh produce grown at the Utah State Prison by inmates to area food banks for state-wide distribution to the needy. This program administered by the Community Education Unit under the supervision of Craig Balls, teaches greenhouse techniques and horticulture to prepare those interested in nursery employment upon release.

With the effort of many officials, inmates, volunteers and generous donations, the prison has colorful and well-landscaped gardens.

During the fiscal year, a number of **research reports** were completed by the Planning and Research Bureau. These included studies of recidivism, length of stay at the prisons, and analysis of sentencing guidelines as well as other studies requested by out-of-state sources.

During the past year, staff have assisted with numerous projects in all areas of the Department; for example, a follow-up study of the inmate classification system to assess the systems viability and continuing use by the prison.

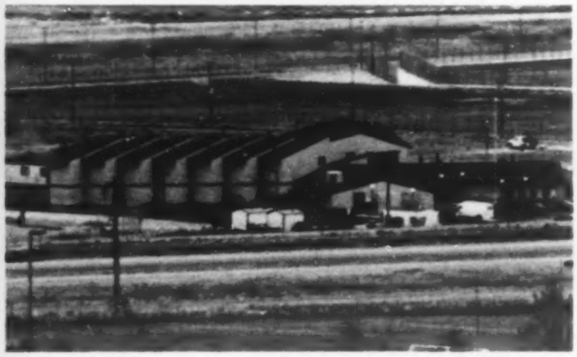
Other on-going projects include participation in analysis of data processing needs and an analysis of the relationship between training scores and subsequent performance evaluation scores.

Estimates indicate that there may be as many as 50 million people in this country who are unable to function normally in society because they are illiterate. It is the Utah Department of Correctiions position that the ability to read and write at a level that allows an offender to function in ordinary daily life is an essential ingredient for survival in our culture. To meet this challenge, the Division of Institutional Operations, in conjunction with the State Office of Education and the IBM Corporation, has implemented a **literacy laboratory** where specialized literacy instruction takes place for those offenders who have demonstrated a need.

During the past year, the **Bureau of Civil Investigations** has matured into a focused, energetic and productive unit. Under leadership of the Bureau's new director, **Allen Imig**, Bureau members conduct background investigations on all prospective department members, civil investigations regarding member misconduct, investigations relating to the third level of the Inmate Grievance process, audit compliance investigations, and special investigations as ordered by the Inspector General.

Each member is issued a critical response kit and is prepared to respond quickly to augment any division which might need assistance.

Major Accomplishments



The **Lone Peak Correctional Facility** which houses Fire Fighter Crews, Conservation Crews and the Asbestos Crew, increased bed space from 80 to 116. This was accomplished by moving two "bunk houses" to the Lone Peak site and connecting them to the existing facility. Each "bunk house" is an open dorm facility with 18 beds. The Lone Peak facility staff and Division of State Lands and Forestry staff coordinated their efforts to increase the number of projects for conservation crews and to provide work projects for the inmates housed in the two dorms. The actual relocation of the dorms required continual coordination between the Lone Peak and maintenance staff to accomplish the task in a timely, cost effective manner. Final inspection and approval for occupancy occurred in May 1989 just four months after the project began. Given the continuing crowding situation at the Draper site, the addition of the 36 beds helped address the need for bed space.

Management development training has been geared to meet specific departmental needs. The Training Bureau continues to develop and implement management-directed courses such as the performance appraisal course, which covers such things as staff appraisal, principles, conflicts, concepts, and techniques.

The **performance appraisal system** for the Department of Corrections was launched in June of 1989. Two years prior, we ran a number of three-day seminars, and in 1988 a number of one-day seminars. Again, we tested the system in April 1989, with a series of courses on developing performance plans. The results after the June appraisal have been very encouraging because we now have a better spread of performance ratings across the Department. Hopefully, the system will again be examined in April of 1990 to determine problems people have encountered in using it and how we can overcome those problems in order to further improve the system.

The Training Bureau administers **employee educational assistance** with approximately 95% of the participants of this program being engaged in job-related degree programs, such as, Corrections, Law Enforcement, Social Work, Psychology, Sociology, Public Administration, and Accounting.

The Bureau of Enforcement and Investigations participated in a Department effort to develop a Department-wide **report writing system**. This system has been long overdue and effectively identifies responsibilities of officers' supervisors. This will be an asset in combating the Department's liabilities.

Major Accomplishments

The '988-89 General Session of the Utah Legislature passed S.B. 15 **(Testing of Prisoners for AIDS and HIV Positivity)**, whereas the Department of Corrections had the responsibility to within 90 days after July 1, 1989 test or provide for testing all prisoners who are committed to its jurisdiction, plus all incoming prisoners. The task of accomplishing this was the responsibility of the Support Services Bureau, Draper Site, ultimately the Medical Unit and the Social Workers at the Prison.

Education and Pre-Test Counseling was done on each inmate beginning July 25, 1989, and two days later on July 27, 1989 the Phlebotomy Team from the Medical Unit started drawing blood from the prisoners at the Draper Site.

Hand in hand the team of Social Workers and the Phlebotomy Team moved throughout the Draper Site, until all prisoners had been counseled and had their blood drawn. This was accomplished by September 5, 1989.

Along with the Draper Site, all prisoners incarcerated in satellite facilities, (i.e., Iron County Facility, County Jails, and Halfway Houses.) also needed to be tested and were completed by October 18, 1989.

All the testing was accomplished without any additional funding from the Legislature.

The **draft of policies and procedures**, as well as the coordination of the actual testing program was assigned to the Bureau of Legal Services, Inspector General's Division. Under the direction of the Inspector General, HIV policies and procedures were completed.

The Management Information Services Bureau (MIS) Bureau has added a Local Area Network (LAN) system to the Inspector General's Office, as well as developed and implemented a new data-base systems that will enhance overall financial operation with the purpose of making the Bureau more responsive to management needs.

The MIS bureau has expanded the OBSCIS system and implemented changes and revisions in the system making it easier to use and understand.

Follow-ups are being conducted on programs that were developed, implemented and installed as new systems; such as fines and restitutions, tracking system for Field Operations, an offender checking accounting system for Community Correction Centers, a budget forecasting system for Finance, and a Purchase Order system for Finance.

As part of the appropriation process, the **Financial Services Bureau** has played a key role in the development of budgets to fund the new facility in Gunnison.

With the help of Management Information Systems staff, new data-base systems have been developed and implemented to make financial information more responsive to management needs. Many of the systems have several purposes and all are designed with the intent of helping the Bureau meet its responsibilities of budget development and monitoring of funds.

The Division as a whole has enhanced its ability to track automobile usage through the development of tracking programs and involvement in the State Vehicle Advisory Committee.

Major Accomplishments

The Support Services Bureau has completely remodeled Warehouse #7 to accommodate the **collocation of the Facilities Property Unit and Mail Unit** to one location. Those two units have now been in operation for several months.

After a long developmental phase, the **Aquaculture Program** began shipping fish throughout the country in June. Marketing products of the Aquaculture Project will not only increase the revenue into the state, but will also help reduce the U.S. trade deficit.

During the past year the **Facilities Management Bureau** staff have continued to provide follow-up work regarding projects at the Prison. As each phase is completed and a new phase begins, we come closer to completion of the master plan.

As a result of a revised master plan and the use of selective double-cell construction and the retention and renovation of facilities at the Draper site originally scheduled for demolition, an estimated savings of thirty million dollars in prison construction has been realized.

The primary focus of Department construction projects has been to increase the capacity of the Utah State Prison by one thousand beds, resulting in the second largest building project in the inter-mountain area.

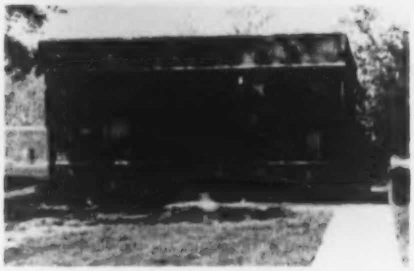
The construction of the new Women's Secure Facility was completed on schedule and available for occupancy as per the master plan.

Planned projects for the coming fiscal year include a new community center in Ogden, and numerous other maintenance projects for both the Prison and Field Operations.

Major Accomplishments

The excellent reputation of the Bureau of Management Audit Services has become well known in the Criminal Justice field as evidenced by:

1. the Bureau Director being involved in a presentation at an "Audit Intensive Skills" workshop at the 1989 American Correctional Association's 1989 Congress;
2. a request by the National Institute of Corrections for the newly appointed South Dakota Inspector General for Corrections to visit the Utah Inspector General's Division, Bureau of Management Audit Services;
3. technical assistance requested and provided to the State Court Administrator's Office in implementing an internal audit system; and
4. the BMAS director being requested by the National Institute of Corrections to assist in the Request for Proposals (RFP) phase for a national study of internal audit systems within the Federal Bureau of Prisons and various state departments of Corrections.

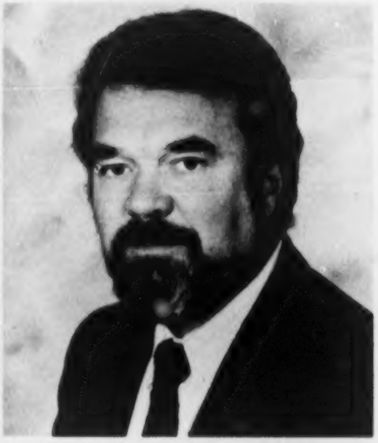


During the past fiscal year, Field Operations has undertaken several **remodeling projects**. Most of the division's community centers have been remodeled to add security features and/or increase utilization of available space. Additionally, a modular unit was constructed at the Orange Street Community Correctional Center to accommodate the Mentally Ill Offender Program. Another modular unit was placed in Region II-D (Farmington) adding needed office space for the Intake Unit.

Data Entry Supervisor **Evonne DeHaan**, won the coveted **"Excellence in Supervision"** award presented by the National Correctional Industries Association. This Program has received nationwide recognition from other state administrators looking for similar cost saving programs that are adaptable for institutional environments.

Office of the Executive Director

Office of the Executive Director



Gary W. DeLand
Executive Director

Fiscal Year 1988-89 was in many respects a successful year for the Department of Corrections. A review of the major accomplishments in the Annual Report reveals that the components of the Department of Corrections have successfully met and dealt with a number of anticipated, as well as, unexpected opportunities and challenges.

During its most recent session the Utah Legislature challenged Corrections to deal with several new and revised statutes, not the least of which was a statute requiring the testing of all new and current inmates for the HIV virus. Through the outstanding efforts of many staff a thorough program and schedule was developed. This was closely followed by the implementation phase which closely followed the schedule with few unanticipated problems for which contingencies had not been developed.

This past year witnessed an unprecedented growth in the populations of our correctional facilities. Management has been taxed to fully utilize all available housing with staff being pressed to provide services to numbers of inmates who had never before demanded service.

During the past year we have also witnessed reassignments, transfers, and vacancies in several key administrative positions. Those that have been selected to fill vacancies have performed at a level that has furthered the Department's interests and goals. In addition, several new bureaus and administrative positions have been created as the provision of services to inmates and programming for their ultimate release grows in importance.

The Department has placed additional emphasis on providing programs and services to inmates, probationers and parolees that will better enable them to successfully compete in the civilian environment after their incarceration. This effort was highlighted during the past year by:

1. the establishment of the office of Program Services directed by the former Warden of the North Point Facilities; and
2. a two day conference and planning event this fall held to identify options, develop inter-agency cooperation, ensure individual understanding and to begin the process moving in the proper direction.

Building and associated expansion have remained a top priority with the Department. We continue to anticipate that the Gunnison Facility Phase I will be available for occupation in July 1990. In preparation, staff have been recruiting and screening applicants to fill various key positions. Training will begin shortly to provide the necessary pre-service training followed by temporary placement in the Draper facilities pending the availability of the Gunnison site. Working at the Draper site will also provide the staff with valuable experience necessary to begin operating our new facilities with a minimum of disruption.

Given the resources that corrections has developed over the past several years I anticipate that we will not only successfully meet the challenges the coming year will present but that we will be able to continue to develop an organization that plays a major role in the state's criminal justice system by following its mission of community protection.

Office of the Executive Director

N. Bruce Egan

Deputy Director

The current administration of the Utah Department of Corrections is now in its fourth year and is still one of the top departments in the United States and becoming better each year. To say that we have come a long way would be putting it mildly. Some indication of our success is apparent by examining: (a) the coverage we receive from the media, both positive and negative; (b) the contacts made by other states wanting to know how we accomplish so much with so little; (c) the success of our Community Corrections Centers and probation and parole programs; (d) our successful transition to and the development of model double-bunking programs; (d) audit programs; and the list goes on and on.

How did we get this reputation? It was gained due to exceptional staff and their painstaking and professional efforts.

Several reassignments were recently made involving upper-level management personnel and we have been well pleased with the results. These changes involved a division director, wardens, deputy wardens and bureau chiefs. They not only accepted their new assignments eagerly, but dug in and went to work with great enthusiasm. The changes have benefited the entire Department.

I am almost continually involved in scoring the in-basket portion of the personnel selection process and I frequently interview those who apply for lieutenants, captains, field operations and halfway house supervisors, assistant regional administrators and regional administrators vacancies. The quality of applicants is outstanding.

No one can predict what the future will bring, especially in corrections. But I can promise that the Utah State Department of Corrections will continue to improve. It can't do otherwise, not with the professional employees that are working together to make this entire operation a success. The citizens of the state of Utah are indeed fortunate.

Office of the Executive Director

Mission Statement

The primary mission of the Department of Corrections is community protection in a manner which also enhances the safety of staff and offenders. To accomplish this, Corrections is committed to the establishment of operational policies and procedures which provide for the development of security and offender programs and to identify, control and attempt to modify the inappropriate behavior of offenders. As a component of the criminal justice system, the role of the Department is to:

1) implement court-ordered and Board of Pardons supervision and, when appropriate, detention of those convicted of unlawful behavior;

2) assist in maintaining the integrity of law by administering sanctions and punishments imposed by courts and the Board of Pardons for unlawful behavior;

3) offer a wide range of correctional options including victim restitution, public service work projects, community corrections, probation, institutions, and parole services necessary to meet the needs of both society and the individual;

4) provide individualized program and service opportunities for convicted offenders which will enhance self-sufficiency, and which are administered in a just and equitable manner within the least restrictive environment consistent with public safety;

5) provide professional assistance to the legislative, judicial, and executive branches of government;

6) provide a self-supporting correctional industries program to employ inmates in productive, meaningful activity;

7) enhance the professionalism and competence of Department staff through development and maintenance of a comprehensive policy and procedure manual system, and provide audit and internal investigative functions; and

8) develop a close working relationship with State and local government officials throughout the State.

Public Safety, the primary mission of the Department, will be enhanced by efforts to increase the efficiency and effectiveness of the organization. These efforts will improve public safety by improving working conditions for staff, conditions of confinement for inmates, and the range of services for community programs.

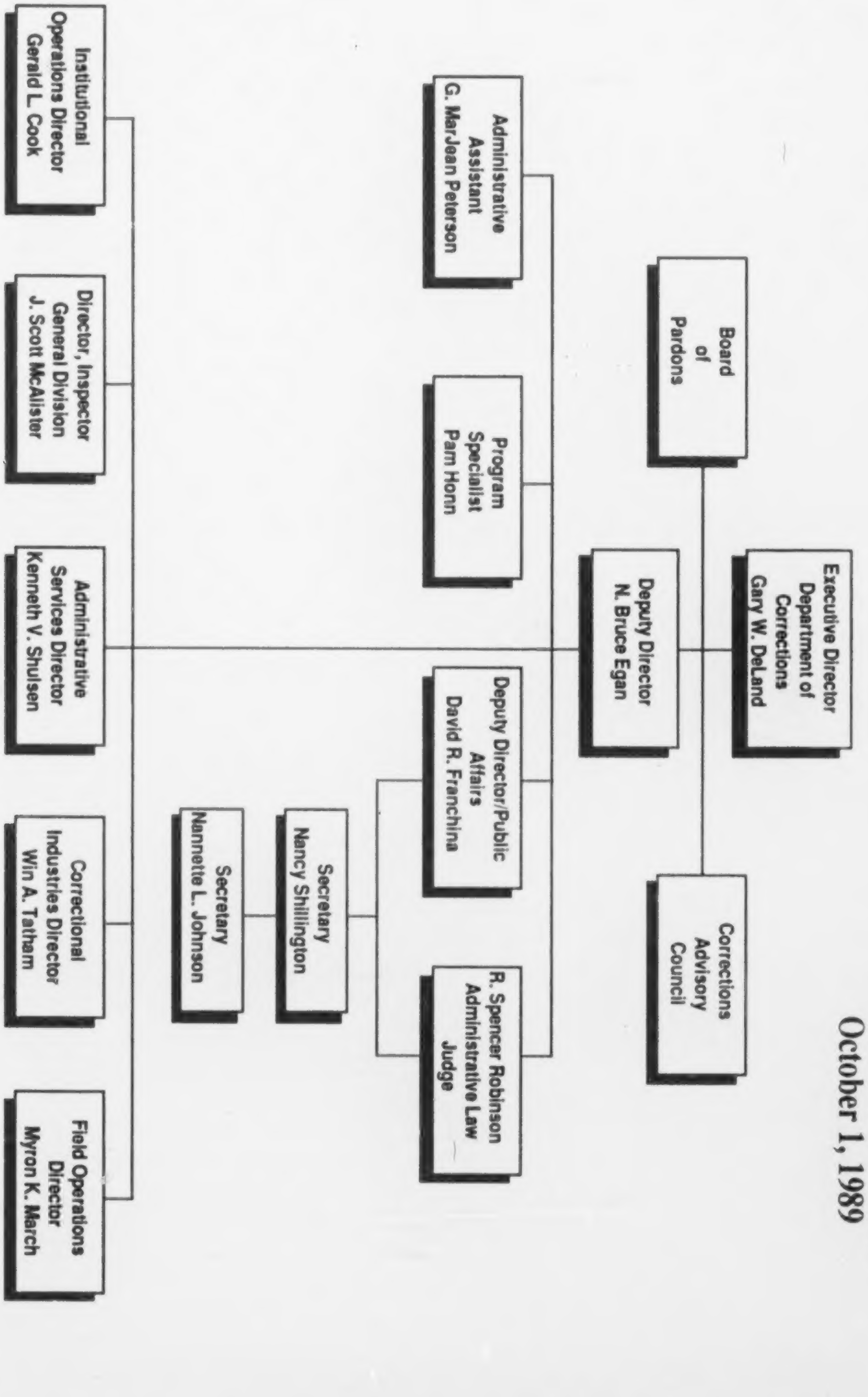
Increasing the level of professionalism will continue to be a major objective of this administration. This can be achieved, given the number of committed employees throughout the Department. By doing so, the mission, goals, and objectives of the Department will be achieved and the citizens will benefit.

Organizational Rationale

The Executive Director is responsible for the philosophy, mission and direction of the Department, and must ensure that an effective working relationship is maintained with other agencies of State government and the criminal justice community.

To fulfill its mission, the Department is organized into five Divisions each under the administration and direction of a division director. Reporting directly to the Executive Director are: the Deputy Director who is responsible for the day-to-day operation of the Department; the Deputy Director/ Public Affairs manages the press and community relations functions; the Administrative Law Judge who handles the discipline and grievance process; a Policy and Procedure Program Specialist; and the directors of Administrative Services, Field Operations, Institutional Operations, Utah Correctional Industries and the Inspector General. In addition, a Corrections Advisory Council exists to advise the Executive Director on a number of issues affecting the Department such as proposed policies, future planning and organizational goals.

Office of the Executive Director


Executive Director Department of Corrections Gary W. DeLand
Board of Pardons
Corrections Advisory Council
Deputy Director N. Bruce Egan
Administrative Assistant G. MarJean Peterson
Program Specialist Pam Honn
Deputy Director/Public Affairs David R. Franchina
R. Spencer Robinson Administrative Law Judge
Secretary Nancy Shillington
Secretary Nannette L. Johnson
Institutional Operations Director Gerald L. Cook
Director, Inspector General Division J. Scott McAlister
Administrative Services Director Kenneth V. Shulsen
Correctional Industries Director Win A. Tatham
Field Operations Director Myron K. March

Organizational Chart
October 1, 1989

Office of the Executive Director

The Executive Director

The immediate office of the Executive Director consists of the Deputy Director of Corrections, N. Bruce Egan, the Deputy Director of Public Affairs, David R. Franchina, the Administrative Law Judge, Spencer Robinson, the Program Specialist for Policies and Procedures, Pam Honn, the Administrative Assistant, MarJean Peterson, and two secretaries, Nancy Shillington and Nannette Johnson. This office is also responsible for supervising each of the five division directors: Scott McAlister of the Inspector General's Office, Gerald Cook of Institutional Operations, Myron March of Field Operations, Ken Shulsen of Administrative Services and Win Tatham of Correctional Industries.

The Executive Director is the key administrator for the Department and the link to all external entities affecting Corrections and ensures that the mission as well as policies and programs are consistent with the laws of the state caseloads and with priorities established by the Governor. During the past year, the Executive Director was instrumental in: 1. continued development of the new 2,000 bed Gunnison Prison including programming, staffing and training; 2. to ensuring that policies and procedures for the Department were refined and applied to meet the demands of a growing offender population; 3. directing the reorganization of the Executive Director's Office and the replacement of several key positions; 4. developing and managing the legislative package including the 1989/90 budget; and 5. continued to enhance the competency of staff who continue to be called for direct assistance and consultation by a number of community, governmental and educational organizations.

The Deputy Executive Director

The Deputy Director N. Bruce Egan assumes responsibility for the day-to-day operation of the Department, completes numerous special operations and assignments, and ensures that everyone understands the mission of the organization. He also serves as the contact person between the Department and other law enforcement agencies. During the past year Mr. Egan worked closely with those in new positions to ensure the success of the reorganization planned by the Executive Director.

Office of the Executive Director

Deputy Director/Public Affairs

The Deputy Director of Public Affairs office underwent several modifications during the past year. David R. Franchina replaced Juan J. Benavidez as Director in January of 1989.

The responsibilities for legislative coordination, interface with the media and employee oriented programs have remained essentially unchanged. Additional responsibilities have been assigned which included numerous special projects, the largest of which was to organize and present a state-wide conference on offender programming in the fall of 1989. In addition, the Director has been asked to assume a greater role in managing the Department's routine operations, thus freeing the Executive Director and Deputy Director to become more involved in particular projects and special problems.

Administrative Law Judge

On October 3, 1988, Judge R. Spencer Robinson assumed the responsibilities of his predecessor, Judge Toby Jacquez. The established pattern of excellence has continued and the role of the office expanded. Decisions in personnel matters, formerly titled "Proposed Action," are now titled "Report and Recommendation." Accompanying the change in title, more emphasis has been placed on reported court decisions. The amount of teaching for Corrections and POST has been increased. The office is involved in legal research on policy and cases pending outside of the Department.

In addition to personnel matters, teaching and research, this office ruled on 362 appeals of inmate discipline and grievances in FY '88-89. There were also two hearings involving forced medication for inmates at the Utah State Prison.

Policy and Procedures Administrator

The process of developing the Department's policy and procedure manual system began in July of 1985 under the supervision of the Executive Director, Gary W. DeLand. To date there are 350 operational chapters in print and over 625 post order chapters developed. The Technical Manual System is also underway with portions of manuals already distributed.

With yearly reviews and constant updates, these manuals serve as the most current basic operating guide for every aspect of the Department. The assignment of Pam Honn to manage this project has resulted in tremendous gains in these areas.

The Department is making an effort to complete the general manuals for each Division, plus continue the development of the technical manuals, the Utah State/Iron County Correctional Facility Manual System, and eventually the manuals for the new prison in Gunnison.

Division of Administrative Services

Division of Administrative Services

Kenneth V. Shulsen

Director

Mission Statement

It is the mission of the Division of Administrative Services to provide support services to the other components of the Department of Corrections.

This has been a highly successful year for the Division of Administrative Services as one can tell from the following examples of achievements:

- The Personnel Section received and processed a total of 7,000 applications, while the Training Section held seven preservice academies, increased the length of the program from 9 to 14 weeks, and graduated more than 250 employees from the program.
- The Management Information System Section, responsible for the management, support, evaluation, and daily operation of the Department's computer hardware and software systems, has continued to provide outstanding support and service for the Department's ever-expanding data processing system.
- As the department has grown, with the addition of new facilities and the widespread effect of the Fair Labor Standards Act, the Bureau of Financial Services processed more than 104,000 documents; including warrant requests, interdepartmental transfers, travel reimbursements, payroll checks, time sheets and leave forms.
- The Planning and Research Section improved the process for projecting inmate populations; additionally, they developed an extensive report for the Corrections Task Force, established by the Commission on Criminal and Juvenile Justice, which forms the background for recommendations made by the Task Force on the future of corrections in Utah.
- The Facilities and Construction Bureau completed the women's secure facility which provides 132 beds, (12 maximum security and 120 medium security); additionally, construction began on the regional corrections facility in Gunnison. The first phase provides 623 beds (327 cells, two four-bed medical wards). Construction continues at the Draper site, building a visiting center in the Oquirrh facility and renovating D-Block. Extensive site improvements have been made at the Fred F. House Training Academy, including the upgrading of the outdoor firing range and creating an outdoor running track.

The hallmark of the division continues to be professionalism, dedication and the production of a quality work product. These achievements are made possible by staff members who are prepared to meet the increasing demands and challenges in a professional and dedicated manner.

The future goals of Administrative Services Division include:

1. completion of Phase I, Gunnison facility;
2. completion of the D-Block renovation at the Draper site;
3. improving and expanding the Department's WANG computer network, and providing the related training;
4. developing a new software system that will support staff functions at the prison, Field Operations, administration and the Board of Pardons;
5. preparation and implementation of a comprehensive job audit program over a two-year period;
6. staff member test development and administration for all areas of the Human Resource Management Bureau ;
7. completion of a networking system for the new purchase order system by the Finance Bureau, which will eliminate duplicate work and allow satellite areas direct access to necessary budget information;
8. conducting seven pre-service academies to meet the minimum 40-hour mandatory training requirement for all staff who exercise correctional and peace officer authority; and
9. creating a curriculum of special training courses, including instructor development courses, basic supervisory courses, clerical courses, an advanced criminal investigation course, and an advanced instructor development course.

Division of Administrative Services

Organizational Rationale

The Department of Corrections continues to experience growth. With this growth has come increasing demands for support services. The Division of Administrative Services exists to provide these services. This growth has necessitated that Administrative Services be structured in a fashion that assists in the provision of these services, and at the same time ensures that the limited resources available to the division are utilized in the most efficient and effective fashion possible. The division is organized into four bureaus, each with its own particular purpose and function.

The **Bureau of Finance** provides fiscal and budgetary service for all of the components of the Department.

The **Human Resource Bureau** provides personnel and training services to the Department.

The **Bureau of Facilities and Construction Management** is responsible for the planning, design, and construction of new facilities for the Department and provides assistance to the other divisions in facilities management, fire and safety code compliance, leases, and purchase of special security equipment.

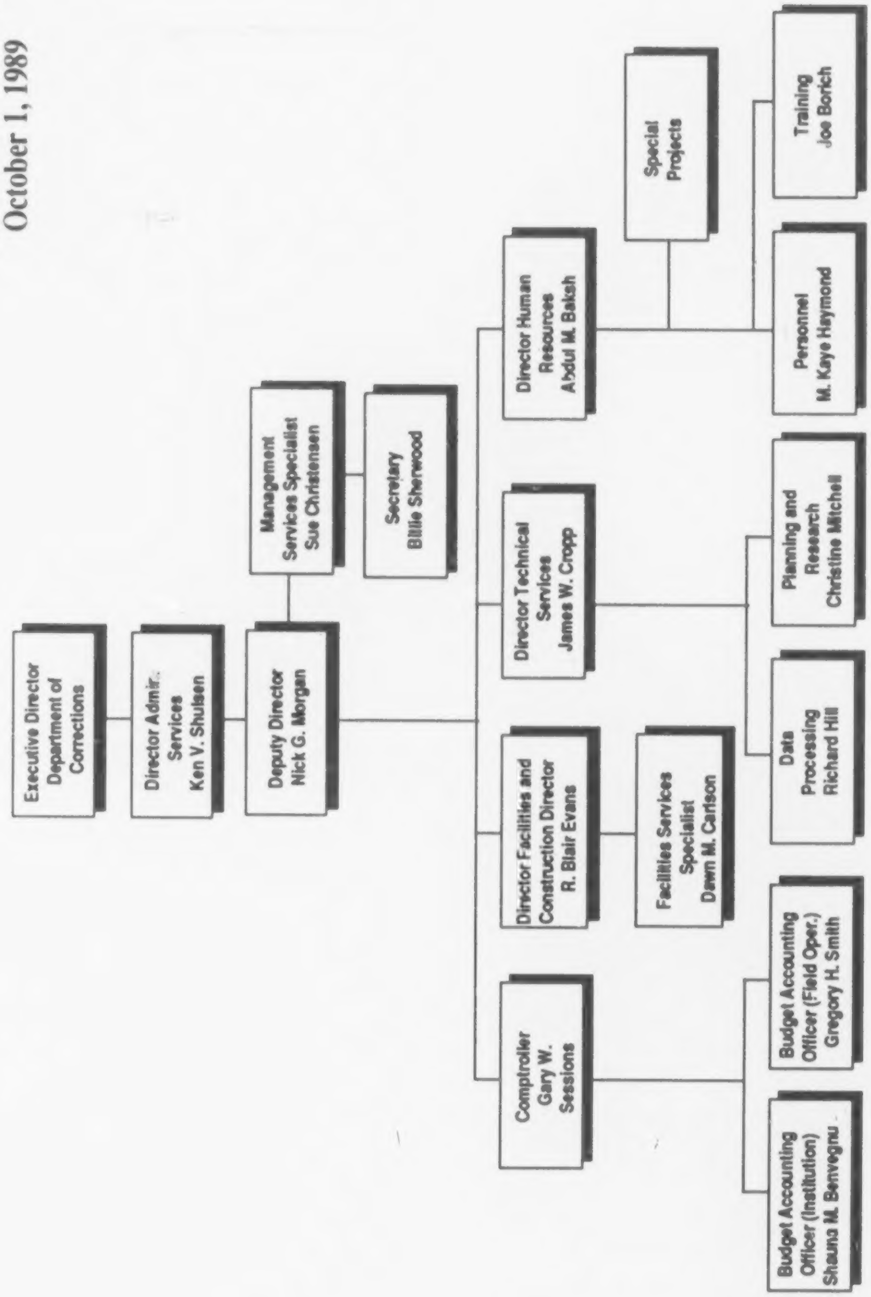
The **Technical Services Bureau** provides for the data processing and management information needs of the Department, develops and distributes policies and procedures, conducts planning and research functions, and provides specific technical assistance to the Department in other areas of technical services as needed.

These operations are coordinated through the director and deputy director for the division.

Nicholas G. Morgan - Deputy Director, Administrative Services Division

Division of Administrative Services

Organizational Chart
October 1, 1989


Executive Director
Department of
Corrections
Director Admin.
Services
Ken V. Shulsen
Deputy Director
Nick G. Morgan
Management
Services Specialist
Sue Christensen
Secretary
Billie Sherwood
Comptroller
Gary W.
Sessions
Director Facilities and
Construction Director
R. Blair Evans
Director Technical
Services
James W. Cropp
Director Human
Resources
Abdul M. Baksh
Budget Accounting
Officer (Institution)
Shauna M. Benvegnu
Budget Accounting
Officer (Field Oper.)
Gregory H. Smith
Facilities Services
Specialist
Dawn M. Carlson
Data
Processing
Richard Hill
Planning and
Research
Christine Mitchell
Personnel
M. Kaye Haymond
Training
Joe Borich
Special
Projects

Division of Administrative Services

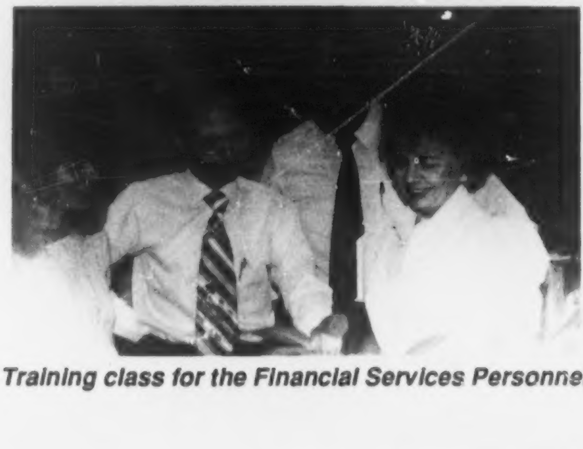
Financial Services Bureau

Financial Services Bureau

The Financial Services Bureau accumulates and processes all data and documentation for the Department's appropriation requests, work programs, accounts receivable, purchase orders, accounts payable, payroll and leave accounting. Annually, over **100,000** transactions are pre-audited, processed and post-audited to ensure compliance with federal laws, State laws and policies, Department policies and generally accepted accounting principles.

In providing the financial services for the Department, the bureau:

1. reduced the processing time for paying invoices by over 50%;
2. implemented a distributed purchase order system which allows remote locations to have on-line accessibility to generate purchase transactions;
3. while maintaining the leave records for over 1300 employees, produced over 34,000 payroll checks with a net error rate of zero;
4. facilitated the consolidation of over 100 utility billings per month to 3 billings per month with a net savings of **$30,000** per year for prompt payments;
5. coordinated the reduction of the overtime computation period from 28 days to 14 days which resulted in providing employees with a simplified analysis of their earned compensatory time;
6. initiated a program at the training center to inform trainees of time record and payroll procedures;
7. was instrumental in the FLSA reclassification of employees which provided over $1 million more in paid overtime to those employees;
8. developed a performance measurement system for members of the bureau which creates objective workload and performance standards; and
9. has provided financial information to support the actual increase in state funding for the Department in a period of overall declining funding for most state agencies.



Training class for the Financial Services Personnel

Division of Administrative Services

Human Resources Management Bureau

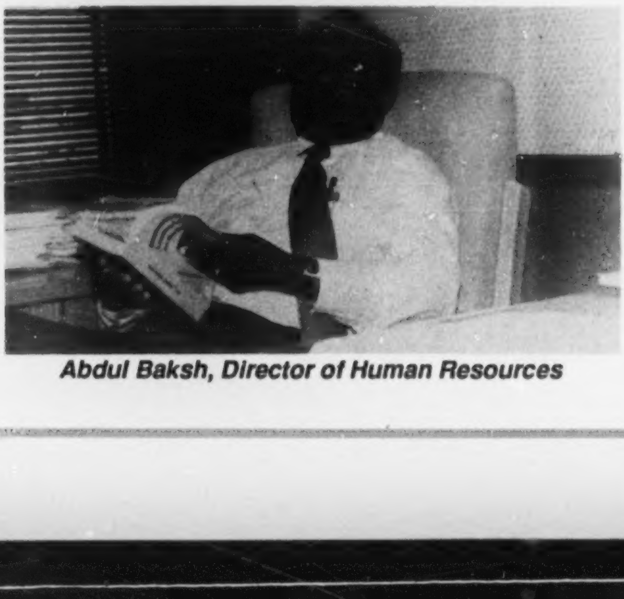
Training Section

The Training Section develops, delivers and evaluates staff training programs throughout the Department of Corrections and provides four major training programs, including:

1. **Compliance Training** — mandated by law and consisting of three separate programs.
2. **Pre-service Academy** — a 450-hour program which provides basic training to all new employees required to function as correctional officers.
3. **Conversion Academy** — geared to provide correctional officers with requisite skills and knowledge to function as police officers with full powers within the Department of Corrections.
4. **In-service Academy** — provides employees with a minimum of 40 hours of job-related training per year. Apart from its developmental value, this program helps employees maintain their POST certification.

In addition to the four core programs, the following three programs exist:

1. **Management and Supervisory Development Program** — a program consisting of a series of job-related courses and seminars designed to help managerial employees develop their managerial skills. Course topics covered by this program include: Legal Aspects of Personnel Management, Managing Employee Discipline, Performance Appraisal, Legal Issues for Corrections Managers, Interpersonal Communications, Time Management, Effective Delegation, Employee Motivation, Effective Communications, and Sexual Harassment.
2. **Performance Improvement Training** — consists of a number of special courses designed to meet specific problems, individual needs, and organizational issues. Courses in this program include: Classification, Secretarial, Advanced Investigator School, Instructor Development, Probation and Parole Law, and Report Writing.
3. **Employee Educational Assistance Program** — created to help employees improve their educational standing. As an effective employee development strategy, the program prepares employees for advancement in the organization. Some 70 employees participated in this program last year.



Abdul Baksh, Director of Human Resources

Division of Administrative Services

Human Resource Management Bureau

Personnel Section

The Personnel Section is responsible for the human resource activities of the Department of Corrections. These activities include the processes of recruiting and selecting new staff, maintaining staff records, ensuring that all staff positions are properly classified according to the state position classification system, and providing all other staff-related personnel activities except training.

One of the major accomplishments of the Human Resource Bureau and the Personnel Section during the past year was the development and implementation of a new staff performance management system. This new system incorporates certain set factors to which all staff must adhere while at the same time allowing supervisors and subordinates to establish other factors against which the employee's work performance will be evaluated.

A second major activity which began in FY '89 and which will continue through most of FY'90 is the recruitment of staff for the new Gunnison Prison. Corrections utilizes an extensive process of testing and background checking in order to ensure that the best qualified applicants are ultimately chosen for every vacancy. In order to attract the best qualified applicants, the Personnel Section staff have been working closely with Job Service and with Snow College. The recruitment process will continue throughout FY '90.

In addition to these activities, the bureau continues to provide personnel services to theDdepartment and to work with the state Department of Human Resource Management. These ongoing activities will continue to be a major activity of the bureau for the next year.

Personnel Staff Training

Employee Distribution

Division	Number of Employees	Percent of Staff
Inspector General	29	2%
Administrative Services	68	5%
Board of Pardons	18.25	1%
Gunnison Prison	105	6%
Field Operations	404.72	27%
Insitutional Operations	849.28	55%
Correctional Industries	61.12	4%
	1510.17	100%

Division of Administrative Services

Facilities and Construction Bureau

The Facilities and Construction Bureau represents the Department of Corrections in all planning, design, construction and renovation projects. The Bureau is also responsible for organizing and submitting capital development, capital improvement, roofing, paving and technical assistance in the areas of detention equipment purchase and use, security electronics and fire and life safety standards and issues.

1989 Activities

During the past year, the Bureau staff have supervised the completion of the Oquirrh Family Visiting Project, D-Block renovation, site improvements at the Fred House Training Academy, and have performed major work activities at the Gunnison facility including developing site and utility packages, warehouse facilities, vehicle maintenance facilities and operations, and physical plant development and maintenance plans.

Future Projects

The Facilities and Construction Bureau will be working with other components of the Department and with the Division of Facilities Construction and Management to obtain legislative approval and funding for the following projects:

1990

Completion of the Utah Regional Correctional Facility in Gunnison.

Program planning the Northern Utah Community Correctional Facility in Ogden (150 beds). If approved, construction of this project will begin in 1991.

Begin construction of the Utah Department of Corrections administration building.

Expand the Women's Corrections Facility at Draper (144 new beds). If approved and funded by the legislature, construction on this project could begin in 1990.

1991

Construction of the Northern Utah Community Corrections Center.

Complete programming and planning for Phases II and III of the Utah Regional Correctional Facility at Gunnison. (Each phase will create an additional 768 beds.)

Begin construction of Phase II of the Utah Regional Correctional Facility at Gunnison.

Complete programming and planning of the Salt Lake Community Correctional facility (100 beds).

Complete programming and planning of the Region III Field Operations building in the Salt Lake area.

Complete programming and planning of the Farmington Field Operations building.

1993

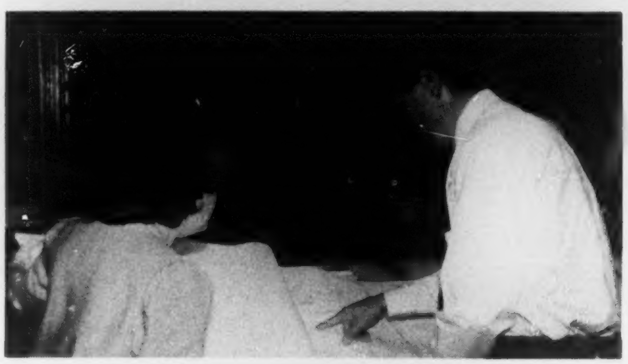
Begin construction of the Salt Lake Community Corrections Center (100 beds).

Begin construction of the Region III Field Operations Building.

Begin construction of the Farmington Field Operations Building.

1994

Begin construction of the Uinta III addition at Draper (144 beds).



Blair Evans and Sue Christensen reviewing Gunnison layout

Division of Administrative Services

Technical Services Bureau

Management Information Services (MIS)

The mission of MIS is to provide the technical support services to the Department of Corrections in the following areas:

- Maintenance and operations of computer systems
- Development, evaluation and purchasing of software and hardware
- Communication support services
- Coordination with Training Academy for technical training needs
- Planning for future expansion needs

The Management Information Services Section is responsible for the management, support, evaluation, and daily operation of the Department's computer hardware and software system in four general areas:

Hardware	Appraises user needs for additional equipment, develops yearly data processing plans, obtains State Data Processing Review Committee approval, orders and installs equipment, and provides computer training for personnel.
Software	Analysis of user needs. Designs, codes, tests, and implements computer systems. Makes the necessary changes to enhance existing systems. Evaluates third-party software. Writes user and technical documentation.
Operations	Performs system back-ups daily. Installs, trains, troubleshoots, and maintains computer networks and hardware. Assists with workstation and printer problems. Maintains inventories of computer hardware/software and maintenance contracts.
OBSCIS	Supervises Offender Based State Correctional Information System (OBSCIS). Provides training for terminal operators, agents and administrators in system operation. Performs audits to ensure the accuracy of data in the system, and makes corrections when needed. Maintains and updates OBSCIS procedures, program screens and tables as required.

Tammy Black and Sandra Edwards working to resolve computer problems

Division of Administrative Services

Planning and Research Section

Planning and Research

The Planning and Research Section is responsible for gathering, managing, and disseminating information regarding the offender population who are under the supervision of the Department of Corrections and for assisting with program development activities. The major tasks of the section include the development and publication of research reports, annual reports, comprehensive plans, and special documents as well as the analysis of policies and legislation, conducting program evaluations, and performing statistical analysis and interpretation of data. Through such activities, recommendations can be made for changes and improvements in existing programs and for the creation of new programs. In addition, the section is responsible for tracking legislation, assessing the cost and potential impact of proposed legislation and assisting with budget, personnel and other planning activities.

During the past year, the section has worked closely with staff from the Management Information Section in improving the accuracy of the OBSCIS criminal information program. Staff have also been involved in projects to track and evaluate specificDdepartmental programs and in both the budgetary and legislative processes.

Goals for the future:

1. Conduct an indepth review and evaluation of the inmate classification system.
2. Update the data on all offender populations.
3. Complete a study of decisions of the Utah Board of Pardons.
4. Continue to track and improve the accuracy of the OBSCIS system.
5. Conduct research on the Intensive Parole Supervision Program.
6. Work with the Utah State Juvenile Court tracking of offenders through both systems.

Christine Mitchell, Director of Planning and Research

Division of Administrative Services

Policies and Procedures

Policies and Procedures Unit

The principle purpose of the Policies and Procedures Unit involves the creation, screening, and revision of policies and procedures for the Department, and reviewing the policies and procedures produced by other components of the Department.

An additional function of the Policies and Procedures Unit is the "sealing" of criminal records. An offender, under certain circumstances, can petition the court for the expungement and sealing of criminal records. This includes a search of the offender's criminal history, as well as information found throughout the Department, and sealing the record according to the law.

This unit also reviews and processes the division's leases, which includes interpreting the Department's lease policy, providing direction and information during the development of leases, maintaining lease files, ensuring the accuracy of the lease, and proper review of the lease prior to implementation.

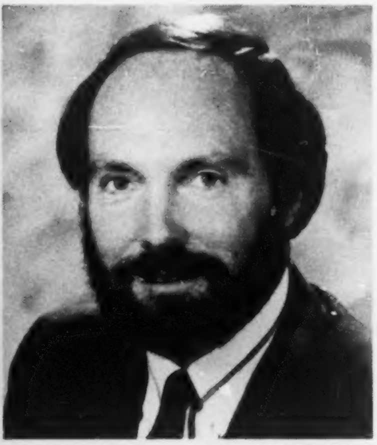
Jim Cropp and Billie Sherwood review Policy and Procedure documents

Offender population growth within the Department of Corrections, coupled with required budget cuts, continue to increase the demands placed upon the staff of this division along with others within the Department. However, as a result of more definitive Department policies and procedures, more effective training programs, and the experience provided during the past fiscal year, the staff of Administrative Services are prepared to face the challenges of the coming year. I want to commend each and every one of you for your loyalty and productivity during the past fiscal year.

Abdul Baksh
Myra Bassett
Sue Benge
Shauna Benvegnu
Robert Bond
Lynda Boyd
Vickie Brown
Cliff Butter
Dawn Carlson
Sue Christensen
Norene Cory
Jim Cropp
Sibyl Day
Sandra Edwards
Blair Evans
Jan Frisbee
Shelia Fry
Lyle Glover
Kaye Haymond
Dick Hill
Iqbal Hossain
Rick Hughes
Terry Jacobs
Charla Jensen
Pauline Klekas
Sheri Larsen
Charlene Lopez
Linda Malmgren
Theresa McNeil
Darrell Meier
Christine Mitchell
Mick Morgan
Carmen Nichol
Alex Nordquist
Sally Proestakis
Rayma Reno
Kathy Robertson
Gary Sessions
Billie Sherwood
Greg Smith
Philip Stiremen
Randy Stohel
Mel Telford
Terry Vergin
Anita Webb
Linda Whitney

Division of Field Operations

Division of Field Operations



Myron K. March
Director

Mission Statement

The Division of Field Operations, created in 1983 as an entity within the Department of Corrections, is composed of Adult Probation and Parole and the Department's Community Correctional Centers. The division is authorized by statute to provide investigations, evaluations, and supervision of offenders in a community setting rather than prison.

Field Operations' services begin upon conviction of a criminal offender and extend throughout one's involvement in the criminal justice system. Regardless of the point at which Field Operations receives an offender, the primary focus and mission of the division continues to be community protection. Field Operations accomplishes this goal through the use of community correctional centers, which provide the most restrictive services in the field, and through supervision in the community. Policy and procedures, as well as programs, have been developed that are responsive to our statutory mandates and responsibilities. The division strives to meet its goals and mission by providing various levels of supervision, accurate information to governing bodies about offender behavior, and the careful selection and training of division staff to ensure the continued delivery of quality services.

Division of Field Operations

Director's Message

Field Operations continues to provide the State with an excellent resource for evaluating, supervising and managing the offender population. We are proud of the services and programs we provide for the State and are continuously evaluating and updating our operation to ensure compliance with the mandates of the legislature, the courts and the mission of Corrections.

Caseloads are still too high and treatment resources are at a premium; but overall, the system is providing a valuable service not only to the criminal justice system, but also the citizens of the State. As with other agencies, priorities must be established based upon existing resources and allocated budgets. With increasing numbers entering the criminal justice system, staff and programs are being strained to the limit. The problem is exemplified by the high number of felony offenders that one agent must supervise.

This past year Field Operations has been involved in a workload/time study that measures how much time it takes to perform certain functions in the supervision of offenders. This helps determine what standards or expectations can be imposed. Minimum standards have been established based upon the workload study. Field Operations is in need of at least 20 new agents, which does not take into account programs for specialized needs. This next year we will be conducting a similar time study with the centers and evaluating the tasks and functions of its counselors.

Another area of concern is the increased number of mentally ill and sexually deviant offenders in the system. Treatment for those offenders is necessary to assist them in functioning in the community and to provide community protection. These are also the most costly programs to operate. We have excellent programs for the sex offenders in the Bonneville, Fremont and Ogden Community Correctional Centers and contracts with the private sector. Even with these programs, we are in desperate need of additional programs based upon the increasing number of sex offenders entering the system.

The mentally ill offenders also pose a unique problem for Corrections. An excellent program exists at the Orange Street Correctional Center, and we also have a few beds under contract with private providers. With the increase of mentally disabled offenders, the 12 beds at Orange Street and the six private provider beds are inadequate to meet present needs.

The Intensive Supervision Program which includes curfews (home confinement) and electronic monitoring has been highly successful and has had a dramatic impact on the behavior of the offender and public protection. This past year we received a federal grant which allowed us to implement a small pilot program in the Salt Lake area for intensive supervision for felony probationers. This is an excellent program which needs to be expanded for parole and felony offenders. Over the past five years services have been reduced to the Class B Misdemeanor population based upon available resources. This year legislation will be introduced to create a fee for service programs for this population. That will hopefully enable the services to be expanded without costing the taxpayers additional monies. The Department will also introduce legislation this year to create a "boot camp" program for the State of Utah. This program is geared toward youthful offenders, mainly substance abusers, as a last chance before going to prison.

I would like to express my appreciation to the staff of Field Operations and let them know I am proud of the work they perform. They are dedicated, hard-working professionals, who not only provide a valuable service to the Department of Corrections, but also the citizens of the State of Utah.

Division of Field Operations

Organizational Rationale

The Division of Field Operations organization, headed by a Director and Assistant Director, includes Regional Administrators in each region and Assistant Regional Administrators in the larger regions. Line supervisors and support staff compliment the efforts of Probation and Parole Officers, Counselors, and Correctional Technicians.

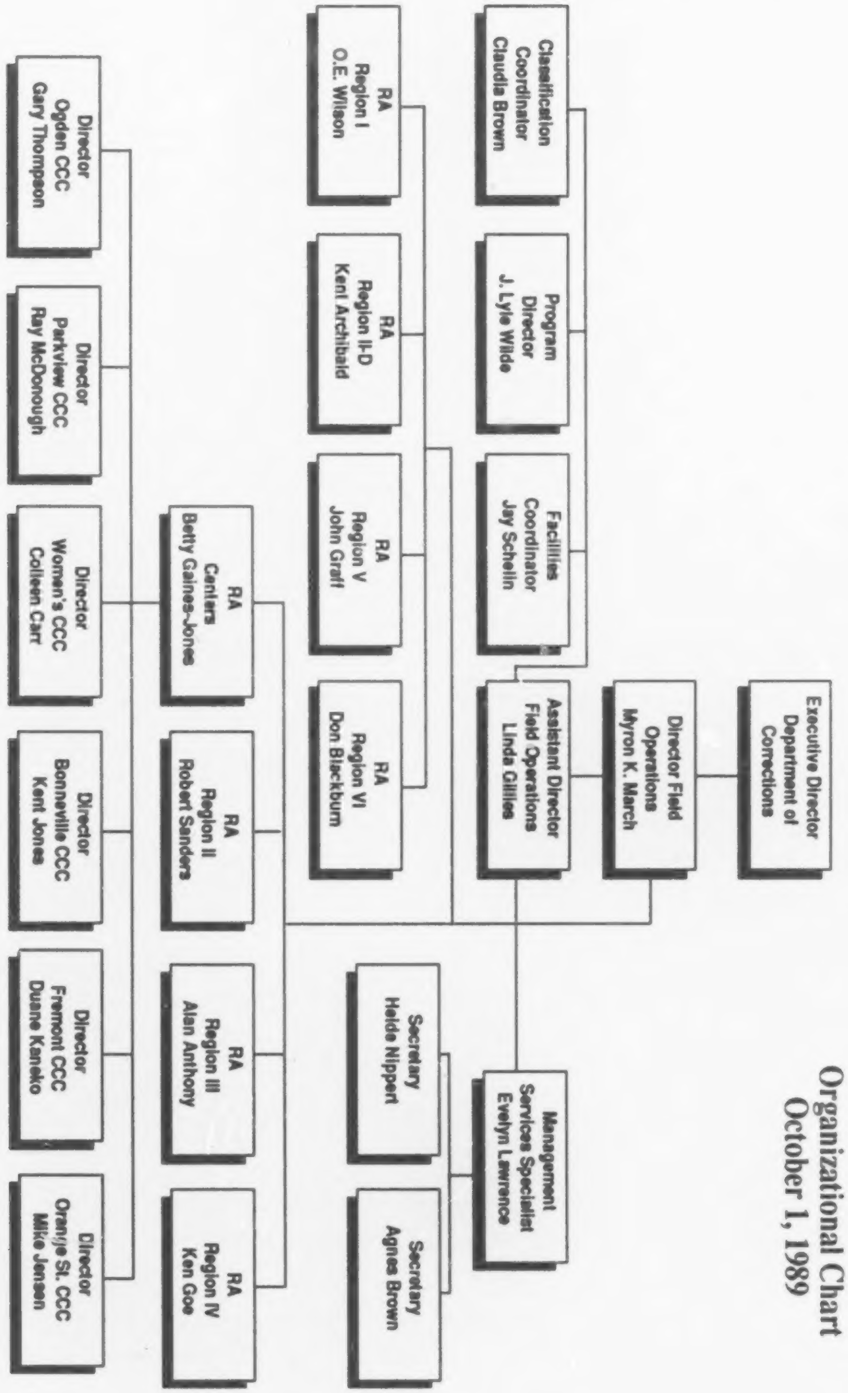
The division's probation and parole functions are divided into seven geographical regions to provide most services on a state-wide basis. An eighth region consists of the division's six community correctional centers, four of which are located in Salt Lake and two in Ogden. Adult Probation and Parole has 16 field offices, plus the Diagnostic Unit housed at the Utah State Prison's Young Adult Correctional Facility.

Field Operations' involvement with an offender generally begins at the time of conviction. The court may order that a presentence investigation be conducted by Adult Probation and Parole staff and a report be prepared to assist the court in its sentencing decisions. This report provides the courts with information regarding the offend's criminal history, substance abuse, medical and psychological condition, family, employment, education, and other pertinent background information. In addition, it serves as a forum for the victim to provide information about the impact of the crime on their lives and the subsequent cost in financial, physical and emotional terms.

Following an evaluation of all information obtained, Adult Probation and Parole provides the court with both the informational report and a recommendation regarding the sentence. Once the sentencing process is complete, the presentence report remains in the correctional system. The report is used by the probation and parole officer to make treatment and supervision decisions, by the prison for information and classification purposes, and by the Board of Pardons in their parole-granting process. It is also provided to treatment agencies who provide services to the offender population.

Region III Intake Unit considers information gathered for presentence investigation prior to making recommendation to court

Division of Field Operations


Executive Director
Department of
Corrections
Director Field
Operations
Myron K. March
Assistant Director
Field Operations
Linda Gillies
Classification
Coordinator
Claudia Brown
Program
Director
J. Lyle Wilde
Facilities
Coordinator
Jay Schelin
Management
Services Specialist
Evelyn Lawrence
Secretary
Heide Nippert
Secretary
Agnes Brown
RA
Region I
O.E. Wilson
RA
Region II-D
Kent Archibald
RA
Region V
John Graff
RA
Region VI
Don Blackburn
RA
Centers
Betty Gaines-Jones
RA
Region II
Robert Sanders
RA
Region III
Alan Anthony
RA
Region IV
Ken Goe
Director
Ogden CCC
Gary Thompson
Director
Parkview CCC
Ray McDonough
Director
Women's CCC
Colleen Carr
Director
Bonneville CCC
Kent Jones
Director
Fremont CCC
Duane Kaneko
Director
Orange St. CCC
Mike Jensen

Organizational Chart
October 1, 1989

Division of Field Operations

Adult Probation and Parole

In FY '89 Adult Probation and Parole completed 2,744 district court presentences, 3,264 lower court presentences, 160 postsentences, 71 postcommitment reports and 565 addendums to presentences.

At sentencing, the court may feel the need to gather information in addition to that provided in the presentence report. In such cases, as authorized by state statute in felony cases, judges request a 90-day diagnostic report. The offender, sentenced to the Diagnostic Unit at the Young Adult Correctional Facility, goes through a variety of personality, intellectual and achievement tests and observations. The Diagnostic Unit staff then prepares a comprehensive report for the court, addressing the previously mentioned factors, as well as any other significant information which may have come to light during the offenders' stay at the Diagnostic Unit. In FY '89 Field Operations completed 370 diagnostic evaluations for the court.

Judge David Young hears recommendation of Region III Intake Agent prior to passing sentence on offender

Probation and Parole Supervision

At the time of sentencing, the courts have the option of sentencing the offender to probation under the supervision of Adult Probation and Parole rather than prison. Additionally, those offenders who are committed to the Utah State Prison will generally be released by the Board of Pardons, at some point, to continue serving their sentence in the community, under parole status. Adult Probation and Parole, therefore, will have most criminal offenders under their jurisdiction sometime during the criminal justice cycle.

Field Operations employs a classification system to help determine how much supervision and what types of supervision are most appropriate for individual offenders. From this system, supervision standards were developed which specify a number of tasks that each agent must complete, on a monthly basis, for each type of offender. In this way supervision is tailored to the particular needs of the offender and their risk to the community. In the past several years, Field Operations has specialized in caseloads, such as sex offenders, mentally ill offenders, substance abuse offenders, and high risk offenders. Similarly, community correctional centers have become more specialized in their programming for incest and other sex offenders, mentally ill offenders and the developmentally disabled.

Division of Field Operations

Adult Probation and Parole

Intensive Supervision is available in all regions of Field Operations. The program is designed to enhance the division's mission of community protection. The program provides maximum supervision and surveillance on high-risk offenders. In addition to traditional supervision methods, ISP enhances supervision by employing other strategies such as random curfew checks, multiple field contacts, electronic monitoring, and intelligence gathering. Staff work very closely with other law enforcement entities to identify, observe, and apprehend criminal offenders.

On June 30, 1989, the Division of Field Operations supervised 7,360 offenders. This number included 1,360 parolees, 3,557 felony probationers, 1,529 Class A misdemeanor offenders and 914 other misdemeanor offenders. Of these offenders 252 were under the Intensive Supervision Program. These figures reflect a steady rise in the number of parolees and felony probationers being supervised in the community. These numbers are expected to continue to grow as we seek alternatives to the ongoing prison overcrowding problem.

Parole and ISP Supervisors conduct strategy session with their staff

A well-planned and executed strategy results in the arrest of a high risk offender

All offenders sign a conditional release agreement outlining the conditions under which he/she is granted parole or probation. The offender agrees to abide by those conditions once placed under supervision by the Board of Pardons or the court. Those individuals who violate the terms of their agreement face possible revocation of their grant of probation or parole and a period of incarceration or additional restrictions.

The Field Operations Hearing Officer conducts a prerevocation hearing to decide if there is probable cause that a violation has occurred

Division of Field Operations

Adult Probation and Parole

Private Providers

Occasionally, the need arises for an offender to receive some type of specialized service. Several years ago, Field Operations began contracting with private providers within the community for these services. This ensures a wider range of treatment options for the varied population placed under supervision. At the present time, Field Operations contracts with a number of agencies such as those listed below.

Project Turn	Provides residential services and programming for intellectually handicapped or developmentally disabled offenders.
Indian Alcohol Recovery Center	Provides residential services for substance abusers of all ethnic/racial groups, and includes group and individual therapy, recreational activities and educational components.
Salt Lake Valley Mental Health	Provides psychological reports during the presentence process, group therapy at various Correctional Centers, and services for the Orange Street Community Correctional Center's Mentally Ill Offender Program.
Intermountain Sexual Abuse Center	Provides evaluation and treatment for sex offenders in most Field Operations regions.
Thirty-Ninth Street Associates	Provides therapy and services for the Environmental Structure Program at the Fremont Community Correctional Center. Designed for offenders requiring special life skills and basic educational services.
Weber Co. Mental Health and Alcohol and Drug	Provides both residential and out-patient services for offenders in the northern part of the State, through group and individual therapy and a structured living situation.
Weber Basin Job Corps	A residential employment training program designed to prepare offenders to compete in the job market by providing them with marketable skills.
Davis County Alcohol and Drug	A residential treatment program which includes group and individual therapy for substance-abuse offenders.
Center for Family Development	This program augments the services for incest offenders completing the Fremont Community Correctional Center program. These offenders must work and support themselves, their families and pay taxes.

Division of Field Operations

Specialized Programming

Sex Offenders

Field Operations continues to place emphasis on the supervision and treatment of the sex offender caseloads within Adult Probation and Parole and the Centers. In addition to services provided through private provider contracts, Corrections personnel receive specialized training in this area. Corrections takes responsibility for the registration of sex offenders and coordinates this effort through the Field Operations regions and centers, and with the Department's Investigative Unit.

Community Service

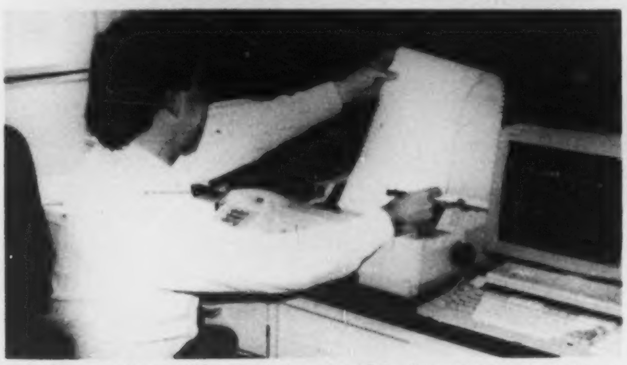
Community service programs, an integral part of the organization within most of the regions, are operated mostly by correctional technicians under the guidance of agents and supervisors. In addition to providing a valuable service to the community in terms of the number of hours of work and services contributed, the program also increases the self-esteem of the offender by providing them with positive work experiences. During FY '89 this program again saved the counties over a million dollars in jail days that the offender would have served without this program.

Restitution

One of the Division's priorities is the collection of monies from offenders to pay restitution ordered as a condition of probation or parole. During the past year, Field Operations has continued to implement its automated bookkeeping system, which is now operational state-wide. Field Operations has been successful in collecting and distributing restitution monies to victims for their losses; money that may never have been reimbursed were it not for the efforts of staff. A total of $1,360,615 was collected and paid out to victims during FY '89. Fines collected by Field Operations staff totaled $237,876.

Electronic Monitoring

Utah continues to be a pioneer in the use of electronic monitoring as a resource for effective supervision of probationers and parolees. In the past year the program has grown from a capability to monitor 20 offenders to a capacity of 30. The electronic ankle bracelet is presently used to enhance home confinement for Intensive Supervision offenders. The program has proved so useful that the division is looking closely at expanding this form of home confinement as a cost effective alternative to incarceration.



A Correctional Technician in ISP detects a violation alarm set off by an electronic monitoring anklet.

Division of Field Operations

Community Correctional Centers

The Division's Centers Region is comprised of six community correctional centers located along the Wasatch Front. These centers serve a wide range of offender needs and include services to both the male and female offender population.

Parkview Community Correctional Center

Parkview is a co-correctional facility with the capacity to house 31 offenders. This center houses female inmates, and male and female probationers and parolees. The center also contracts with the Federal Bureau of Prisons to house federal offenders on a limited basis.

Parkview's program emphasizes self-sufficiency, accountability, and personal growth. It offers drug, alcohol, and mental health therapy, general education classes (G.E.D.), community service projects, and personal growth sessions. The personal growth/self-sufficiency sessions address job skills enhancement, self-defeating behaviors, first aid, and recreation. Programs are conducted by center staff, contract private providers, community agencies, and volunteers.

Offenders in Parkview are expected to maintain full-time employment or attend school. Residents are also required to pay service fees to the state and pay restitution and fines as ordered by the court or Board of Pardons.

Urine surveillance to detect drug and alcohol use, and appropriate aftercare services are incorporated into individual caseplans.

Ogden Community Correctional Center

The Ogden Center, a 40 bed facility, houses male offenders who are on inmate, probation, or parole status. Twelve of the 40 beds have been allocated to sex offenders. Private providers such as Weber County Mental Health are used extensively to help offenders overcome problems such as mental health and substance abuse.

Women's Community Correctional Center

The Women's Community Correctional Center has been in existence since 1976, serving the needs of female offenders. The facility, located on the third floor of the YWCA in Salt Lake City, has the capacity to house 20 women.

Counselors develop personalized caseplans to address the individual weaknesses of every resident. Center staff conduct group therapy focusing on personal growth and substance abuse issues. Preparatory classes to obtain G.E.D. certificates are also offered. Other areas commonly the focus for improvement include employment, budgeting, parenting and stress management skills. Human service agencies are relied upon to provide professional therapy. Staff also rely on available community resources to present cultural, recreational, educational and treatment opportunities for residents.

Center staff utilize structured criteria to measure a resident's performance and progress through the program. Emphasis is placed on developing a well-rounded person with the ability to function as a law-abiding citizen.

Division of Field Operations

Community Correctional Centers

Fremont Community Correctional Center

The Fremont Center provides a much-needed service to the community through its Incest and Environmental Structure programs.

This 60-bed facility serves male probationers and consists of specialized treatment programs, provided by both center staff and private contractors. These programs include individual counseling, group psychotherapy and skills training. The incest offender program stresses full-time employment, therapy, human development and sexuality, stress management courses and the payment of any fines and restitution ordered by the court.

Offenders participating in the Environmental Structure Program receive training in the area of employment, therapy, basic reading and mathematics, social and street survival skills, and when ordered, fine and restitution payment.

Bonneville Community Correctional Center

Center residents prepare to serve an evening meal to other center residents.

Center recreational activities are available to residents

The Bonneville Community Correctional Center, a 60-bed facility houses male offenders who are on inmate, probation, or parole status. It is also available for contract offenders from the Federal Justice System. Center residents, except those in the orientation or evaluation phase, are required to maintain employment while at the center. Part of their earnings is used to pay the state a service fee.

In addition to emphasizing the importance of employment in an offender's success, the center also offers an Enrichment Program to provide classes in life skills, problem solving, and stress management. It also provides several therapeutic treatment groups.

Several years ago the Bonneville Center developed, and now houses, a specialized treatment program for sex offenders. Under the direction of professionals in this field, the program offers structured intensive course work and treatment designed to change the offender's behavior and assess and monitor the progress of the participants. Various other states have visited Bonneville and used its programs as a model in establishing similar programs in their departments.

Bonneville maintains a urinalysis laboratory for Field Operations. Trained staff test urine specimens from suspected drug and alcohol users to detect violators. The laboratory has recently been refurbished to enhance the professionalism of the testing.

Bonneville has integrated well into the local community. That effort has been aided by the residents themselves, who, for several years, have planted and raised a large vegetable garden from which they donate produce to local food banks and other organizations to help the needy.

Division of Field Operations

Community Correctional Centers

Orange Street Community Correctional Center

Orange Street Community Correctional Center has its roots in the original work-release program of the Utah State Prison. Originally located in the Lakehills Motel, Orange Street has moved twice before reaching its present location. The present facility was built to Corrections' specifications under a lease/purchase agreement. The State of Utah/Department of Corrections now owns the building.

This 60-bed facility houses the male offender population that includes probationers, parolees, inmates (long-term and pre-release inmates), and the challenging mentally ill offenders that come from the above populations. The Mentally Ill Offender Program (MIOP) has proven to many critics that mental health entities and Corrections can work hand-in-hand to provide services for this group that too often "fall between the cracks" of either system. Currently there are 12 beds designated for those who have been diagnosed as severely mentally ill. In addition, Orange Street provides "emergency placement beds" for those who have completed the program, but require some follow-up after release. A private contract with Salt Lake Valley Mental Health also includes after-care in the community with assistance from the Probation/Parole Officers assigned to the program.

Mentally Ill Offender Program

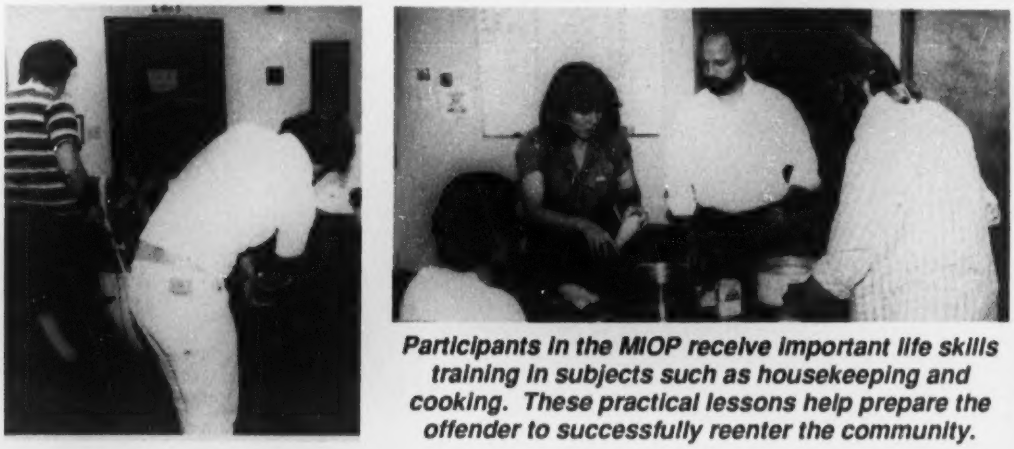
Of particular note in the Division's Centers Region is the continued development of the (MIOP) at the Orange Street Facility.

According to Correctional Supervisor **Susan Gleason**, CSW, "this program might be described as a marriage between Salt Lake Valley Mental Health and Corrections. Professionals in both systems could argue the compatibility of a relationship between the two systems with such divergent missions; however, in this case the relationship is both productive and successful."

The program includes psychological assessment, diagnosis and identification of medical treatment to control psychotic symptoms such as paranoia and hallucinations.

The MIOs at Orange Street are programmed from 7:30 a.m. until 9:30 p.m., Monday through Friday. Weekend programming extends from 10:30 a.m. until 5:00 p.m. The day treatment content includes: current events , reading, mental illness education classes, substance abuse classes, daily living skills, sex education, and group work. There is also a strong emphasis on exercise and outside activities that are shared with other mental health units in the community.

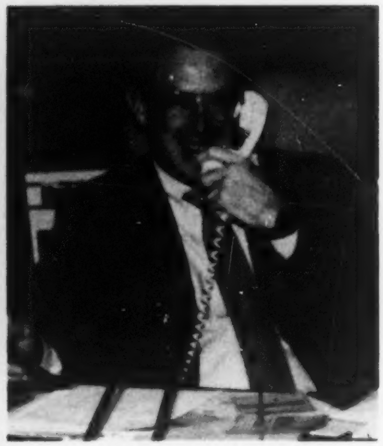
The program includes a comprehensive aftercare program and continued probation/parole supervision while an offender makes the transition to the community.



Participants in the MIOP receive important life skills training in subjects such as housekeeping and cooking. These practical lessons help prepare the offender to successfully reenter the community.

Inspector General's Division

Inspector General's Division



Nicholas G. Morgan

Director

Mission Statement

The primary mission of the Inspector General's Division is to provide support and assistance to all operating units of the Department of Corrections by ensuring that practices adhere to constitutional standards, statutory law, and the Department's own policies and procedures.

The 1989 year brought many changes and continued growth to the Division of Inspector General. **Scott McAlister** was appointed as the new Inspector General for the division in January and has taken the division through many changes and additional improvements.

Mr. McAlister joined the Department from the state of Oregon, where he served as Assistant Attorney General, gaining national recognition while handling all litigation for the Oregon Department of Corrections.

Under Mr. McAlister's guidance, the division has reorganized its bureau directors and filled many of the vacant positions, thus increasing the division's proficiency in audits, civil investigations, training, and legal services.

The goals for the division are as follows:

— Complete investigations, administrative complaints, and hearings within sixty days of referral in employee personnel actions.

— Improve documentation supporting evaluation and response to inmate grievances.

— Postaudit hearings to be completed within sixty days of onsite evaluation.

— Followup compliance investigations reported within thirty days of ordered compliance date.

— Restructure contract review process so that every Department of Corrections contractual obligation has been reviewed and redrafted to meet the Department's legal requirements.

— Develop a system for tracking legal advice and law changes, as well as assuring that changes are promptly drafted and implemented in the Department's administrative rules.

— Monitor and supervise, where appropriate, defense to the Department's litigation.

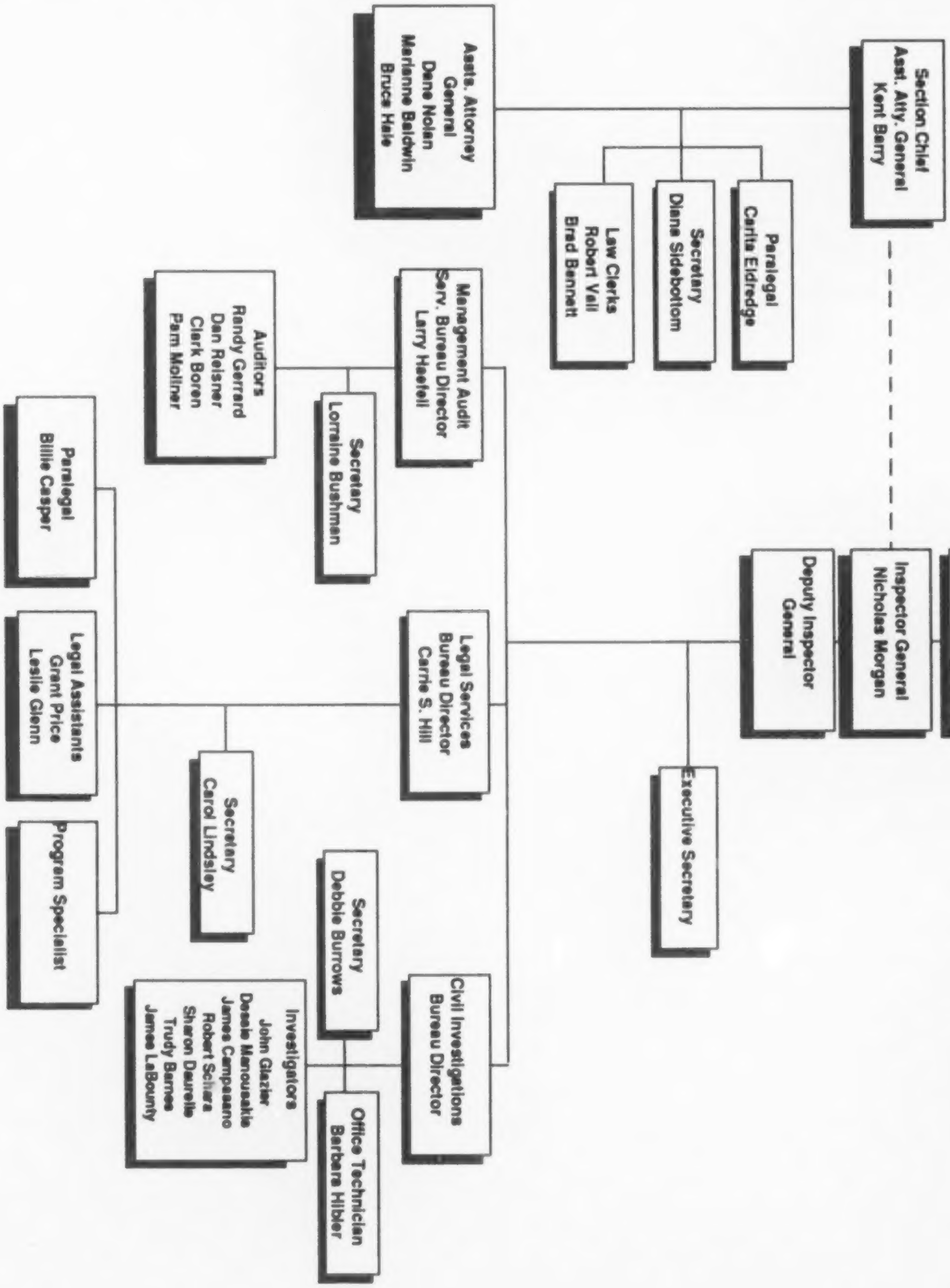
— Design and implement a system for measuring support staff workload.

— Redraft training programs supplied by the division to other operational units.

In December of this year, Nick Morgan accepted the position of Inspector General following the resignation of Scott McAlister. Mr. Morgan brings to the division 27 years of experience with the Salt Lake County Sheriff's Office and 5 years with the Department of Corrections. Since 1985, Nick has served as the Deputy Director of Administrative Services.

Under Mr. Morgan's capable leadership, the Inspector General's Division will contunue to serve the needs of the department and strive for excellence.

Inspector General's Division


Executive Director
Department of
Corrections
Inspector General
Nicholas Morgan
Deputy Inspector
General
Executive Secretary
Section Chief
Asst. Atty. General
Kent Berry
Assts. Attorney
General
Dane Nolan
Marianne Baldwin
Bruce Hale
Paralegal
Carlta Eldredge
Secretary
Diane Sidebottom
Law Clerks
Robert Vall
Brad Bennett
Management Audit
Serv. Bureau Director
Larry Haefeli
Secretary
Lorraine Bushman
Auditors
Randy Gerrard
Dan Reisner
Clark Boren
Pam Mollner
Legal Services
Bureau Director
Carrie S. Hill
Secretary
Carol Lindsley
Paralegal
Billie Casper
Legal Assistants
Grant Price
Leslie Glenn
Program Specialist
Civil Investigations
Bureau Director
Secretary
Debbie Burrows
Office Technician
Barbara Hibler
Investigators
John Glazier
Dessie Manousakis
James Campasano
Robert Schiara
Sharon Daurelle
Trudy Barnes
James LaBounty

Organizational Chart
January 8, 1990

Inspector General's Division

Civil Investigations Bureau

During the year 1989, the Inspector General Civil Investigations Bureau has matured to a focused, energetic, and productive unit.

Under the director's supervision are seven investigators who also bring with them varied knowledge, experience, and expertise which they gained while serving in other positions with the Department of Public Safety and the Department of Corrections. They are as follows: **John Glazier**, Public Safety, Fire Marshall's Office; **Sharon Daurelle**, Corrections Region III Agent; **Robert Schara**, Corrections Freemont Community Correctional Center, Supervisor; **Trudy Barnes**, Corrections Presentence Investigator; **James "Cappy" Campasano**, Corrections Orange Street Community Center Supervisor; **Dessie Manousakis**, Corrections Human Resources; and **Jim LaBounty**, Corrections Region III Intensive Supervision Parole Agent.

The support staff the bureau relies on is comprised of **Debbie Burrows**, secretary and **Barbara Hibler**, office technician.

The Civil Investigations Bureau has six major investigative areas:

1. Employee Conduct: alleged violations of Department policies and procedures.
2. Inspector General Investigation: short-term, specific investigations which provide information for the Inspector General.
3. Inspector General Projects: long-term investigations which assist in developing information for policy and procedures.
4. Background Investigations: all pre-employment investigations.
5. Inmate Grievances: third-level grievance process, review claim and determine resolution.
6. Complianc Investigations: determine if audit findings are implemented and utilized.

From the left: Al Imig, Barbara Hibler, Sharon Daurelle, Debbie Burrows, James "Cappy" Campasano, Trudy Barnes, and Dessie Manousakis (not pictured John Glazier)

Inspector General's Division

Bureau of Management Audit Services

The Bureau of Management Audit Services has been conducting internal audits within the Department since 1984. The primary function of the bureau is to objectively and independently examine, evaluate, and appraise the activities of other Departmental units at least once every three years. Audits and technical assistance are provided to report on:

1. compliance with professional standards, law, regulation and policies and procedures,
2. whether operations within the Department (and allied agencies requesting assistance) are achieving expected results,
3. the economy and efficiency of operations, and
4. the level of internal controls to safeguard the assets of the taxpayers of the state of Utah.

The bureau performs all audits and technical assistance in conformance with generally accepted government audit standards. An overall three-year plan is established and specific six-month audit plans are developed.

The Bureau of Management Audit Services has been increasingly requested to provide technical assistance to management of Utah Department of Corrections and other departments. The bureau director has been requested to provide technical assistance to agencies in other states, the National Institute of Corrections, and the National Institute of Sentencing alternatives.

The Management Audit Bureau is headed by a new Director, **Larry Haefeli**, who worked his way through the ranks to this position. He is assisted by the following auditors: **Randy Gerrard, Clark Boren, Daniel Reisner**, and **Pam Mollner** with direct support from **Lorraine Bushman**, the bureau secretary. They collectively contribute to the overall success of the bureau by providing a varied range of experience from private enterprise, other law enforcement agencies, and from within the Department of Corrections.

From the left standing: ***Pam Mollner, Randy Gerrard, Clark Boren,*** *Seated:* ***Larry Haefeli, Dan Reisner, Lorraine Bushman***

Inspector General's Division

Bureau of Legal Services

The Bureau of Legal Services provides legal research for the Inspector General. The bureau is also responsible for representing the Department in administrative personnel proceedings. In addition, bureau members evaluate and assist in litigation filed against the Department. Anticipating areas of potential legal liability is a primary role of the day-to-day activities of the bureau.

The bureau also assists in training at the Fred F. House Training Academy. Such courses include; Correctional Law and Offender's Rights, Sexual Harassment, Moot Court, and Civil Liability.

Two new tasks were added to the bureau this year. The first was the assisting, drafting and reviewing of all contracts for the Department. The second task was reviewing policies and procedures for compliance with current federal, state, and local law.

Of particular interest this year to the bureau was the passing of S.B. 15 during the 1989 Utah legislative session. The bill requires the Department to test all prisoners under its jurisdiction for the HIV antibody.

Testing of approximately 2,300 inmates began on July 27, 1989, with an anticipated completion date of September 30, 1989, for the initial phase. Beginning approximately February, 1990, all prisoners will be retested, in addition to the ongoing testing of all persons newly committed under the jurisdiction of the Department.

As the year came to a close, additional staff were added to the bureau. The bureau now consists of: **Carrie Sandbaken Hill**, director; **Grant Price**, legal assistant; **Leslie Haacke**, legal assistant; **Billie Casper**, paralegal; **Mary Hyde**, program specialist; and **Carol Lindsley**, secretary.

Director of Legal Services, Carrie Sandbaken Hill

Division of Institutional Operations

Division of Institutional Operations

Gerald L. Cook

Director

Mission Statement

The mission of the Division of Institutional Operations is to provide a continuum of confinement to control committed offenders so that they may function in a manner which will not be harmful to themselves, staff, other offenders, or society.

During this past fiscal year, the Division of Institutional Operations has experienced considerable movement in its administrative and mid-management ranks. While providing career enhancement for the individual, this movement has brought new perspective to the impacted positions resulting in a more dynamic organization.

A renewed emphasis has been shown in aggressively preparing offenders for their eventual release. To aid in this endeavor, the concept of an Office of Program Services has been developed. The function of this office is to oversee and coordinate the development, implementation, and evaluation of offender programs not only within the Division of Institutional Operations but throughout the Department. Duplication of effort can be avoided while greatly enhancing offender programming continuity among the various components of the Department. Continuity and a maximization of resources have been especially important as the Division of Institutional Operations has expanded to include a facility in Iron County and a forthcoming 623-bed facility in Gunnison.

With regard to the Gunnison Facility, slated to open in late Spring of 1990, construction appears to be on schedule. A vigorous recruitment of staff to operate this facility has been on-going during this past year as have policy and procedure development and projected programming activities.

Recognizing the burden which an ever increasing inmate population places on the already strained resources of the division, administration has every reason to be proud of the accomplishments of the dedicated staff who make difficult tasks look easy.

Division of Institutional Operations

Organizational Rationale

The Division of Institutional Operations management and administration has been divided into six major components to facilitate the realization of its mission and to effectively manage an organization of this size and complexity. The components include: 1) Administration; 2) North Point; 3) South Point; 4) Gunnison; 5) Enforcement and Investigations; and 6) Support Services.

The administration for Institutional Operations directs inmate management services, (i.e., grievances, classifications and disciplinaries). This organization insulates those providing this service from any vested interest, bias or prejudice, while enabling the division to closely monitor these vital inmate services. Also within Administration is found the Inmate Placement Program which manages the division's out-count population (inmates housed in county jails, other state or federal institutions, etc.).

The North Point facilities, with a housing capacity of approximately 800 inmates, share a geographical proximity. A heavy orientation for community involvement exists for those offenders who are eligible.

The South Point facilities, with a maximum operational capacity of 1700, again share geographical proximity, and house level I and II inmates (those most difficult to manage), though some provisions include managing levels III, IV and V inmates. Most level IV and V inmates living in the South Point facilities generally do not meet the age/program profiles imposed by Institutional Operations for North Point housing.

The Gunnison Facility is being built in phases with Phase I projected for completion in the spring of 1990. This will provide 623 beds for levels II and III inmates.

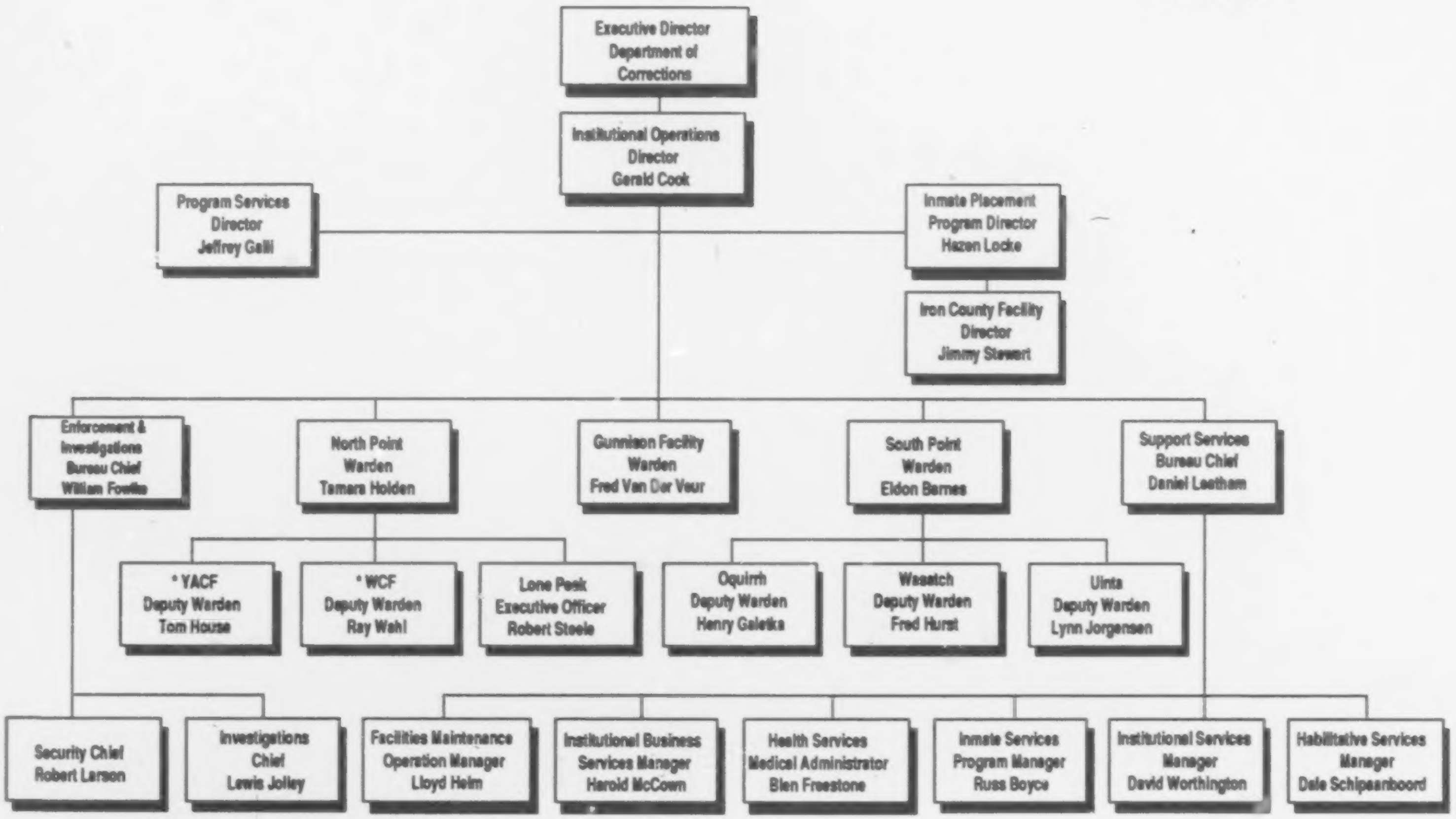
The Enforcement and Investigations Bureau, created as an independent bureau to provide services to Administration, the North and South Point facilities, and Support Services, provides perimeter security functions as well as a variety of specialized law enforcement-related services such as inmate transportation, investigations, and special operations.

Support Services provides logistical support needed by each of the components of the division, in a manner that eliminates duplication, and unnecessary administrative expenses. This bureau provides services such as purchasing, warehousing, food services, medical/psychological services, inmate accounting, educational services, religious services, and substance abuse programs.

Program Services is a newly created administrative office which will take responsibility for coordinating all of the Department's offender programs to ensure continuity and minimize duplication.

Division of Institutional Operations

Organizational Chart
October 1, 1989


Executive Director
Department of
Corrections
Institutional Operations
Director
Gerald Cook
Program Services
Director
Jeffrey Galli
Inmate Placement
Program Director
Hazen Locke
Iron County Facility
Director
Jimmy Stewart
Enforcement &
Investigations
Bureau Chief
William Fowlke
North Point
Warden
Tamara Holden
Gunnison Facility
Warden
Fred Van Der Veur
South Point
Warden
Eldon Barnes
Support Services
Bureau Chief
Daniel Leatham
* YACF
Deputy Warden
Tom House
* WCF
Deputy Warden
Ray Wahl
Lone Peak
Executive Officer
Robert Steele
Oquirrh
Deputy Warden
Henry Galetka
Wasatch
Deputy Warden
Fred Hurst
Uinta
Deputy Warden
Lynn Jorgensen
Security Chief
Robert Larson
Investigations
Chief
Lewis Jolley
Facilities Maintenance
Operation Manager
Lloyd Helm
Institutional Business
Services Manager
Harold McCown
Health Services
Medical Administrator
Blen Freestone
Inmate Services
Program Manager
Russ Boyce
Institutional Services
Manager
David Worthington
Habilitative Services
Manager
Dale Schipaanboord

* YACF - Young Adult Correctional Facility
* WCF - Women's Correctional Facility

Division of Institutional Operations

Administration - Inmate Management Services

Inmate Classification Review Officer

The Inmate Classification Review Officer (CRO) has the responsibility for the classification of all inmates under the jurisdiction of the Division of Institutional Operations.

Inmate classification is based upon an objective evaluation of risk and holds inmates accountable for their past and present behavior.

During the past fiscal year, 1,321 initial assessments, 4,115 reassessments, and 572 challenges were completed. The CRO has the responsibility of auditing 10 percent of these functions, as well as tracking of Temporary Restriction Orders to prevent any misuse of the system.

A Classification Task Force is impaneled to review the system on an on-going basis and to recommend modifications when deemed appropriate.

Institutional Processes Coordinator

The Institutional Processes Coordinator manages the institution's inmate grievances on the formal level. This administrator also acts as a coordinator between the Audit Bureau and the Institution, and coordinates for the contract attorneys.

During the past fiscal year, there were 726 inmate grievances handled at the formal level, of which 252 were appealed to a higher level. Of the 252 grievances appealed, only 10 were overturned. Inmates most often filed grievances for reasons of policy and procedure, property, and staff/inmate relations.

Inmate Disciplinary Hearing Officer

The Inmate Disciplinary Hearing Officer (IDHO) conducts due process hearings for all inmates charged with major disciplinary infractions to determine the innocence or guilt of the inmate and to administer an appropriate sanction.

During the past fiscal year, the IDHO conducted 4,303 hearings, of which approximately 86 percent were found guilty. The remaining 14 percent were found not guilty, dismissed, or reduced to a minor level.

During this same period, some 300 decisions reached by the IDHO were appealed to the Administrative Law Judge with less than 2 percent of the decisions being overturned.

Constituent Services Specialist

This position acts as a liaison to the above administrative processes. It conducts internal audits of inmate allegations which come about via the grievance process.

In matters where there may be a conflict of interest, this individual acts as pro tem for the IDHO as well as the liaison for the inmate by giving the inmate proper direction for filing appeals and challenges.

Additionally, this position acts as the division's process service officer, ensuring prompt delivery and recording of criminal and civil complaints lodged against staff or inmates.

Management Processes Coordinator

Due to the increasing workload associated with the above administrative functions, the Management Processes Coordinator position was created as a back-up to ensure maximum efficiency.

Division of Institutional Operations

Administration - Inmate Placement Program

The Inmate Placement Program (IPP) supervises and coordinates the placement of inmates in county jails and federal institutions for population control, protection of inmates, and to meet other Departmental needs. This program also includes the placement of inmates in the state hospital for therapeutic reasons and in out-of-state correctional facilities under terms of the Western Interstate Corrections Compact.

During the past fiscal year, inmates spent some 28,600 days in county jails under terms of IPP. For this housing, counties received a total of $858,000 in reimbursed costs. Additionally, inmates spent 3,960 days in the state hospital. IPP also provides the structure and administrative support under which the Iron County/Utah State Correctional Facility operates.

The interface of two sub-programs has proven to be integral to the success of IPP.

Liaison Program

This Liaison Program provides coordination with the Utah Sheriff's Association in matters relating to conditions of incarceration, training of corrections officers (county jail officers), and development of policies, procedures, and legislation that affect jails and corrections.

This unit also assists the Sheriff's Association by creating and testing jail procedures for compliance with legal and regulatory standards.

Chris Benson, Margaret Middleton, and Ignacio Briones review unit programs

Jail Reimbursement Program

The Jail Reimbursement Program reimburses the counties for housing offenders and for the medical expenses associated with housing offenders convicted of a felony and serving time in a county jail as a condition of probation.

During the past fiscal year, $500,000 has been appropriated by the Legislature to fund this program. It is estimated that this figure covered less than one half of the actual cost. Upon the depletion of those funds, the individual counties assumed all housing and medical costs associated with the program. In this process, Corrections simply acted as a pass-through agency, checking the billing and distributing the funds.

It should be noted that this program was not funded for FY90. A historical funding summary of the Jail Reimbursement Program is found on the next page.

Division of Institutional Operations

Jail Reimbursement Program

County	FY '84 Allocation	FY '85 Allocation	FY '86 Allocation	FY '87 Allocation	FY '88 Allocation	FY '89 Allocation
Beaver	1,285	2,255	2,845	2,999	1,649	1,343
Box Elder	9,441	16,571	19,808	21,751	12,426	10,362
Cache	16,826	29,533	36,268	39,640	22,586	18,970
Carbon	6,655	11,680	13,056	13,907	7,662	6,141
Daggett	230	404	418	416	233	192
Davis	42,687	74,925	92,065	101,625	58,298	49,070
Duchesne	3,679	6,457	8,146	8,736	4,764	3,756
Emery	3,490	6,125	6,919	7,013	3,931	3,180
Garfield	1,041	1,828	2,204	2,407	1,349	1,110
Grand	2,191	3,846	4,240	4,190	2,282	1,837
Iron	4,950	8,689	10,601	11,529	6,496	5,346
Juab	1,569	2,754	3,376	3,714	1,932	1,590
Kane	1,136	1,994	2,511	2,793	1,599	1,330
Millard	2,813	4,938	7,532	8,439	4,531	3,619
Morgan	1,407	2,469	2,957	3,239	1,832	1,549
Piute	379	665	837	921	516	425
Rich	649	1,140	1,199	1,248	683	534
Salt Lake	177,186	310,999	376,630	410,068	232,527	191,895
San Juan	3,436	6,030	7,030	7,429	4,231	3,536
San Pete	4,436	7,787	9,374	10,044	5,497	4,551
Sevier	4,220	7,407	8,872	9,628	5,264	4,331
Summit	3,084	5,413	6,695	7,369	4,231	3,619
Tooele	7,250	12,725	15,679	16,819	9,361	7,703
Uintah	6,492	11,395	13,503	14,263	7,662	6,004
Utah	63,706	111,817	136,702	149,169	84,283	70,453
Wasatch	2,353	4,131	5,133	5,468	3,148	2,659
Washington	8,007	14, 054	18,022	21,216	13,026	11,294
Wayne	555	973	1,172	1,248	700	562
Weber	40,847	71,696	86,206	92,712	52,302	43,039
	422,000	740,700	900,000	980,000	555,000	460,000
* Medical	50,000	50,000	50,000	45,000	45,000	40,000
** Total Allocation	472,000	790,000	950,000	1,025,000	600,000	500,000

* Medical funds were disbursed to counties on an actual and necessary basis and were not included in initial housing allocation. Funds remaining at the end of the fiscal year were transferred to cover deficit housing expenditures.

** Total allocation was the legislative appropriation for the Jail Reimbursement Program

Division of Institutional Operations

Iron County/Utah State Correctional Facility

Mission Statement

The primary mission of the Iron County/Utah State Correctional Facility is community protection in a manner which also enhances the safety of staff and inmates. To accomplish this, Iron County and the State of Utah are committed to the establishment of operational policies and procedures which provide for the development of security and programs to identify, control, and modify the inappropriate behavior of offenders.

Organizational Rationale

The Iron County/Utah State Correctional Facility, organizationally includes a security, support services, and program bureau. The facility is managed by a four-member Management and Policy Board which includes the: Executive Director, Utah Department of Corrections; Director, Inmate Placement Program, Division of Institutional Operations; Iron County Sheriff; and a member of the Iron County Commission.

This board governs all matters of policy and finances. The board meets at regular intervals to consider new ideas, develop policy, or deal with any issue affecting the facility.

This unique, joint State and County Facility houses State and County inmates under the leadership of one management and staff system. Yet, a limited amount of separation exists between state and county inmates.

Overview

The Iron County/Utah State Correctional Facility houses approximately 100 state inmates with classification levels of III, IV, and V. Much has been accomplished at this facility since it opened in December of 1987, with most of its inmate program development taking place during the past fiscal year. The facility staff are to be commended for their dedication to this effort.

Under the auspices of the Iron County School Board, a continuum of educational services is offered. In conjunction with these services, Utah State University will be installing its Com-net System at the facility. Through microwave transmission, this system will provide post-secondary courses to inmates who qualify for federal financial aid.

The Intermountain Sexual Abuse Treatment Center (ISAT) is under contract to provide comprehensive, specialized treatment for sex offenders, as well as for their families and victims.

Psychological services, substance abuse treatment, and individual and group therapy are offered through a private provider on contract with the facility.

Jimmy Stewart, Director

Division of Institutional Operations

Central Utah Correctional Facility at Gunnison

During the 1989 Utah Legislative Session the remaining funding for the Central Utah Correctional Facility was appropriated. Total construction funding is approximately $36,000,000, which will make 623 Phase I secure beds available for occupancy by July 1990. Phase II and III will add an additional 749 beds each, creating a total incarceration capacity of 2121 at the Central Utah Correctional Facility by the year 2000.

Construction of Phase I is on schedule, with an anticipated completion date of May 1990. Preparation for occupancy of the facility has already begun and will require follow through and dedication to an intricate activation plan. The principal components of facility activation include staffing and equipment acquisition ——both tasks have already begun. Frederick Van Der Veur has been appointed as Warden and will be responsible to bring the Gunnison facility on line.

The Utah Department of Corrections is committed to operating a safe and secure correctional setting, which contributes to the Department's mission of providing public safety. To achieve this goal, qualified and trained staff are essential. The Division of Institutional Operations has begun selection of Gunnison staff in order to provide actual job experience for officers prior to occupancy of the facilities.

The Utah Department of Corrections requested an estimated 3.85 million start-up and operational budget for 89/90. The Legislature funded $1,000,000, with the agreement that Corrections could request the balance of needed funds in a supplemental appropriation during the 1990 Legislative Session. It becomes critical that the balance of the 89/90 budget request be appropriated and made available early in the 1990 Legislative Session to ensure that correctional staff can be recruited, screened and begin training in early February, 1990. It is also critical that equipment essential to the operation of the Gunnison facility be ordered early to ensure possession at the time of opening. In order to ensure the facility is prepared for occupancy in July 1990, actions and commitments to hire staff, procure equipment and supplies, and tailor policy and procedure specifically to the Gunnison facility must begin now.

The funding, construction and ultimate July 1990 occupancy of the facility at Gunnison will provide the State of Utah with critically needed secure beds for Utah's increasing serious offender population.

Central Utah Correctional Facility at Gunnison under construction

Division of Institutional Operations

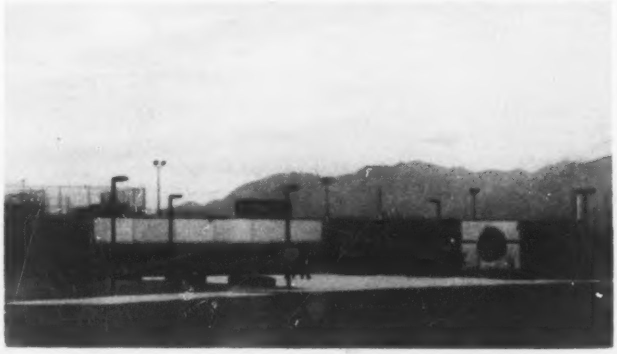
North Point — Young Adult Correctional Facility

The Young Adult Correctional Facility (YACF), with the capacity to house 572 inmates, houses inmates who have classification levels III, IV and V who meet one of the following criteria:

** under the age of 30;
** over the age of 50 (Geriatric Program); or
** a 90-day diagnostic client.

The philosophy of the facility provides inmates with a variety of programs allowing them to make personal changes necessary to avoid re-offending, while incarcerated in a secure and humane environment.

Since its opening in 1984, additional fencing has been installed to increase the security of the facility and to provide better control of the off-limit areas. Surveillance cameras have also been added to provide additional security in areas that need extra supervision.



YACF Inmates participate in college course through Utah State University, via closed circuit television

Staff of the Young Adult Correctional Facility encourage inmates to participate in a variety of programs which emphasize education, public service, treatment, and employment.

Educational programs include literacy and basic education, high school, college, and vocational training. There is also an extensive use of community education classes which cater to the diverse interests of the inmates.

A variety of treatment programs offered at the facility include: individual and group counseling, sex offender counseling, substance abuse treatment, self-image counseling, parent effectiveness training, and pre-release preparations.

Inmates continue to be active in public service activities. These have included association with the Jordan Care Center, the March of Dimes, and the Special Olympics. The YACF also sponsors a public awareness program wherein community groups are exposed to a panel of inmates discussing the prison experience.

Division of Institutional Operations

North Point — Women's Correctional Facility

The Women's Correctional Facility (WCF) has undergone an unpredicted growth in population since opening in May of 1988 and, frequently, has been only one or two inmates short of its maximum capacity of 137.

With the opening of the facility, work programs have expanded to provide additional opportunities to female offenders. An all-female road crew now exists as does a newly developed forestry conservation program. Also, the Utah Correctional Industries program now employs more female offenders in its micrographics, data entry, and mail preparation programs. Work assignments inside the facility have also expanded and include a midnight culinary crew at the YACF.

Treatment programs have been developed to meet a variety of treatment needs including substance abuse, criminal personality therapy groups, family therapy groups, and sex offender counseling. Programs for mentally ill and mentally retarded offenders and other specifically identified populations are being evaluated for implementation.

A wide variety of physical fitness programs such as the 100-mile walk program and the weight lifting program have been initiated. Educational programming continues to be given priority by the administration.

Religious and other volunteer programs, (i.e., Alcoholics Anonymous, Forthright Foundation, community education courses, etc.), remain an integral part of the WCF.

Public service is also stressed. Inmates have participated in the Special Olympics, the annual March of Dimes "Walk-a-Thon", (known as "Walk-a-Con" at the WCF) and speaking engagements and tours of the WCF.

The WCF gardening program has received considerable positive attention. This program is sponsored by the Utah Garden Society and the Salt Lake Tribune. The produce grown is donated to the homeless.

The success of the Women's Correctional Facility, its programming, and the overall security of the facility exists because of the dedication, work, and commitment of its staff.

A fine harvest of tomatoes

Division of Institutional Operations

North Point — Lone Peak Facility

In 1978, the Utah State Prison, in conjunction with the Division of State Lands and Forestry signed a cooperative agreement forming the state's first inmate, wild land fire hand crew. The inmate crew chose to call themselves the "Flame-n-Gos" which is now a recognized logo. The crew would respond to fires when requested and would return to the prison at the conclusion of the fire project to await its next call. This continued until 1983 when the crew increased to 30 men and their responsibilities increased to include natural resource work projects between fire calls. This put more men to work, increased their wages, and provided a revenue generating capability to defray the cost of this program. Agreements with federal, state, and local governments ensured a marketable program and kept crews busy nine months of the year. Currently, the program operates with approximately 40 inmates with an additional 20 (including 10 from the Women's Correctional Facility) assigned solely to natural resource work projects during the fire season.

The Flame-n-Gos are a specially selected group of inmates who, in addition to receiving training and certification as fire fighters, receive valuable skills and the self confidence necessary to succeed in life. This labor intensive program promotes a feeling of accomplishment and self-worth through project completion and fire suppression activities.

Firefighters clearing dead wood

The other major residential component of the Lone Peak Facility is the Asbestos Abatement Program which operates under the direction of Utah Correctional Industries (UCI) . This is a nationally recognized program which trains and certifies offenders in the field of asbestos removal. UCI acts as the contractor for the State Division of Facilities and Construction management in the asbestos abatement of state-owned buildings. This program is of substantial benefit to the state in terms of providing a needed service at a reduced cost as well as providing valuable training to the offender.

Division of Institutional Operations

South Point

South Point is comprised of the recently remodeled as well as new elements of the "old" Utah State Prison. With these changes, the operational capabilities for managing inmates have greatly increased. Inmates are classified by an objective level system and segregated by personality designation. This allows for continuum of inmate control from a maximum security setting to supervised, off-site work projects. Approximately 1700 inmates (level I through V) live at South Point which is divided into three residential areas:

Oquirrh Facility

The four new buildings constructed in the old minimum security area make up the Oquirrh facility where levels II and III inmates occupy 308 cells which are double-bunked. The modular construction allows for increased surveillance and the ability to monitor inmates more closely. Level III inmates are generally employed by Utah Correctional Industries or the maintenance unit.

Wasatch Facility

This facility includes the "main compound" and the Special Services Dormitory (SSD). It houses levels III, IV, and V inmates instead of the traditional "medium" security inmate. The work crews, previously housed at the "farm" now reside in the Wasatch facility. The SSD provides programs designed for the socially inadequate, the mentally ill, and sex offenders.

SSD programming enables the offender to change patterns of behavior which have resulted in incarceration, and helps minimize the unnecessary negative effects of incarceration. Within security perimeters, inmates experience emotional and environmental stressors similar to those encountered in the community, while developing emotional and social coping skills and support systems. Staff work to enhance individual self-image and develop the value of identifying and confronting self-defeating behaviors.

Uinta Facility

The Uinta facility houses maximum security (level I) inmates as well as those inmates requiring close supervision (level II). Also found within the Uinta Facility, is the Reception and Orientation (R&O) Unit. R&O receives all new inmates and parole violators, except female offenders who go directly to the Women's Correctional Facility. R&O staff test and evaluate each inmate to determine social, emotional, educational, physical, and employment needs before they are classified and sent to an appropriate facility. The staff orient the new offender to the policies, procedures, and behavioral standards of the division.

Division of Institutional Operations

South Point — Special Programs

Special programs have been developed and made available to selected inmates in all of the South Point facilities. Because these programs are voluntary, inmates determine the level of participation. Some programs allow the inmate to participate during "off hours" through selected reading or by listening to selected audio tapes, while other programs require a degree of social or group activity, requiring scheduling and participation in small groups.

The Insight Program

This program enhances social and interpersonal skills.

Work Ethic Program

This program focuses on teaching marketable skills and developing a strong work ethic.

Biblio Therapies

This program is designed to provide programming options for levels I and II inmates. A strong effort is being made to offer programs that can be completed in an inmate's cell through the use of books and other prepared lesson materials.

Subliminal Therapies

Subliminal tapes, used extensively by volunteer levels I and II inmates, cover a wide range of topics such as "stress reduction" and "relaxation."

Community Education

Community Education programs, using a vast network of community volunteers, provide instructional and self-help materials to some 200 inmates. Administration plans to expand this program for levels I and II inmates by using video presentations.

Division of Institutional Operations

Enforcement and Investigation Bureau

Enforcement and Investigation Bureau

The mission of the Enforcement and Investigation Bureau is to provide security for the Draper site, to prevent escapes, to prevent contraband from being brought onto prison property, to investigate and prosecute criminal activity perpetrated by inmates, civilians, and Department personnel, and to provide for secure transportation of inmates. The Bureau is also responsible for quelling inmate disturbances and for resolving other crisis situations.

To accomplish its mission, the bureau depends heavily on its resources such as staff and the training they receive, and in addition, mobile patrols, surveillance from tower locations, security check points, specialized canine units, criminal investigators, electronic security, construction security, transportation units, and special operations units. During the past fiscal year, the bureau made a concerted effort to certify every Enforcement Officer as a Peace Officer through P.O.S.T. and the corrections Add-On Academy. To date, approximately 70 percent of the conversion officers have been certified.

The Enforcement and Investigation Bureau increased its role in preventing smuggling of drugs and contraband into the prison by implementing a comprehensive policy to guide the search of persons and vehicles entering and exiting the Draper site. In addition, there has been extensive screening for outstanding warrants on individuals attempting to visit the Draper site. Intelligence information has also been developed on drug and contraband smuggling resulting in numerous arrests. During FY '89, bureau staff arrested 80 individuals for possession of drugs, outstanding criminal warrants, and other criminal violations.

During FY '89, the bureau and facility staff contributed to stopping all escape attempts from the South Point and North Point Facilities. This remarkable record exists because of improved officer alertness, training, the inmate classification system, and stronger internal security. As a result, the bureau has fulfilled its primary mission of public protection.

New construction at the Draper site increased the demand for additional security measures needed to facilitate access through the secure perimeter by construction workers, delivery vehicles, and other construction-related traffic. To efficiently deal with this added responsibility, administration created the Construction Security Unit to provide added security at the North and West gates, at all construction sites, as well as for construction vehicles and personnel. The unit processed approximately 375 vehicles and 300 people per day through the perimeter, with no escapes.

Finally, the function of the North Gate has been expanded to facilitate the traffic of inmates in and out of South Point.

In addition to regular enforcement and investigative duties, several special assignments have been made to enhance the bureau's effectiveness. These assignments include the areas of training coordination, policies and procedure writing, evidence collection, and criminal case screening.

Officer Grant Cox clearing a vehicle through direction station

Transportation Unit

The Transportation Unit transports inmates to and from court and other community locations. The unit is comprised of one lieutenant and 10 officers. This unit averages over 300 trips per month including trips to court, medical facilities, community corrections centers, county jails, and out-of-state extraditions. The unit has also assisted the U.S. Marshals service and other local and out-of-state agencies in the transportation of fugitives.

Division of Institutional Operations

Enforcement and Investigation Bureau

Canine Unit

As an integral part of the bureau the officers and dogs of the Canine Unit have been trained to perform in the community as well as in institutional settings. This training includes tracking, crowd control, evidence search and searching for drugs, explosives, and other contraband.

The Canine Unit continues to set standards of excellence within the State of Utah. Canine officers assist many local, state and federal law enforcement agencies in drug and bomb detection work. Recently, Sgt. **Kyle Adams** completed an extensive three-month canine supervision training academy in Alabama.

The Canine Unit has made a strong commitment to assist Department staff with special projects and concerns for contraband control.

Officer Jerry Pope and Rose Weston practicing K-9 take-down procedures

Investigation Unit

The Investigation Unit continues to provide services to the Department and assists other local, state, and federal law enforcement agencies. The Investigation Unit made approximately 60 arrests during FY '89.

The Investigation Unit also manages the state-wide sex offender registration program. Allied law enforcement agencies within the state have been trained in proper reporting procedures for this program.

The criminal analyst and intelligence sections actively assists Departmental staff and other local, state and federal law enforcement agencies with criminal information profiling, and sex offender registration information.

Evidence collection, analysis, processing and storage is accomplished by an investigative specialist assigned to serve the division.

Members of Investigation Unit staffing a case

Division of Institutional Operations

Enforcement and Investigation Bureau

Special Operations Unit

The Special Operations Unit, an integral part of the Bureau of Enforcement and Investigations, provides specialized technical services to the Department, such as, high profile inmate moves, cell shakedowns, contraband, hostage rescue, riot control and apprehension of escapees and other Department fugitives. This unit also assists facility staff in the routine movement of recalcitrant inmates to include "forced cell entries."

During the past year, the unit has worked jointly with the F.B.I and other local and state law enforcement agencies on operations of mutual interest. The Special Operations Unit and Canine Unit officers also participate in the security of high profile inmate court appearances in conjunction with the Federal marshals office. The unit aids in pre-service and in-service training at the Corrections Academy and some members participated in specialized S.W.A.T. training in San Louis Obispo, California.

As the inmate population grows, the Special Operations Unit along with its Canine Unit, continually update tactical plans and defense manuals for the resolution for hostage situations, riots and inmate disturbances, and critical incidents. They also write technical manuals to aid during new team members orientation and training.

The Canine officers provide security to deter contraband being brought into the prison and provide specialized routine yard searches. They also provide mutual aid to other law enforcement agencies who request a search for suspected bomb/explosives and drugs in high risk environments.

A routine training exercise for the Special Operations Unit

Division of Institutional Operations

Support Services Bureau

Substance Abuse Treatment

A staff of professional therapists conduct the Substance Abuse Treatment Program for Institutional Operations. This program has been regarded as one of the finest clinical treatment intervention programs in the nation. A recent review by the Department of Justice recommended jails and prisons, nationally, duplicate the biblio-therapy model developed by the substance abuse staff.

The program currently provides a basic 20-hour alcohol and drug education course for all inmates coming into the prison. Regardless of housing location, each inmate has the opportunity to apply for treatment. This is provided through group counseling as well as a newly developed program of independent study. Inmates in restricted housing units have the opportunity to obtain in-depth substance abuse treatment in a self-paced personalized program. This new program offers self-help in substance abuse, anger, and violence management, changing criminal thinking and behavior, as well as many other skill building areas.

Chaplaincy

The Division of Institutional Operations utilizes the services of six part-time chaplains. These chaplains supervise a large contingent of volunteers who provide worship services to the various denominations as well as conduct study groups and other special religious activities. In addition to their offender-related duties, the chaplains are also available to prison staff for consultation on theological matters.

Volunteer Services

The volunteer programs within the division enjoy the services of nearly 400 volunteers. The programs range from religious to community education to social work and psychology internship.

The volunteers devote numerous hours assisting staff in a variety of program offerings. Some of the classes available include money management, literacy, self-improvement, and creative writing.

Our religious volunteers currently represent over 15 different religious denominations including services directed specifically to the Native Americans. Worship services, bible study and theological counseling are just a few of the religious features available to the inmates.

A new pre-release program utilizing an all volunteer staff is in the development stage and will be a positive addition to the current volunteer services programs.

Division of Institutional Operations

Support Services Bureau

Library Program

The library acquired approximately 6,000 paperback books, which represents reading materials for the controlled movement facilities. Distribution remains a problem since one librarian must operate seven libraries. The additional burden of an inmate population which cannot visit a library adds to the demand upon librarians.

Education

The Utah State Prison offers accredited education programs through Jordan School District, in cooperation with the Utah State Office of Education. Special education, English as a second language, adult basic education, and high school education are provided. Post-secondary education is offered through Utah State University.

Those inmates who cannot attend school in a classroom setting, participate in cell-study programs

A limited number of inmates at the Young Adult Correctional Facility participate in a vocational program through Salt Lake Community College.

Inmates attending training in the Literacy Lab

Psychological Services

Institutional Operations offers a variety of psychological services to its inmates. These services, conducted by professionals, include such interventions as individual and group therapy, crisis management, sex offender therapy, and stress management.

A great deal of effort focuses on psychological assessment of inmates. The Board of Pardons requests assessments to assist them in making release decisions, while social workers or other institutional staff seek information about difficult cases. Psychology staff also assist with classification decisions.

Psychologists often consult with management on various issues, conduct special projects, or serve on task forces designed to solve institutional problems. For example, the psychology staff have worked with a State Hospital task force to design better services for mentally ill inmates. Staff occasionally meet with institutional personnel on a confidential basis to help solve interpersonal problems or to make referrals to private therapists.

Division of Institutional Operations

Support Services Bureau

Medical Services

In spite of the severe shortage of mid-level medical practitioners, the Medical Department has been able to give the same high quality medical care as in past years. Each of the satellite clinics has continued to operate on a twice-a-week basis.

Thanks to the cooperation of the Training Center, several of our staff were able to complete their POST training by attending class once a week, thereby, still being able to provide medical services.

An additional secretary has been added to the staff to help keep the medical records updated in a more timely manner.

Infirmary staff and inmate during recent AIDS screening

Commissary Services

It has now been a year since all individual commissary stores were closed and combined into one store that processes orders through a system by which the inmates submit a written order. The order is then filled by staff and processed through Inmate Accounting and eventually delivered to inmates in the housing units. During the year, many different methods, schedules, and processes have been tried. While some have been successful, others have been abandoned or modified to improve the overall commissary services to the institution.

Jodi Scott, the Commissary Supervisor, continually searches the market for new and innovative products that may enhance products already stocked. She also searches the market for the best buy for the value of the dollar that the inmate may have to spend in the commissary.

Those staff who work diligently keeping the commissary operational, play a vital role in the morale and mood of the inmates.

Jodi Scott filling inmate commissary order

Division of Institutional Operations

Support Services Bureau

Purchasing/Warehousing

Since the prison is a self-contained community, the warehouse strives to stock the items that may aid in the daily operation. While all items needed by the various areas may not be stocked, the purchasing agents work diligently to see that items are ordered as expediently as possible and delivered to the requestor.

During the past year, well over 6,000 warehouse withdrawal slips, most containing several items, were processed by the warehouse.

David Bills hauling a load from storage

Food Services

The Food Services operation prepares meals meeting national nutritional standards. Approximately 2,463,750 meals were served last year, at an average cost of 88 cents per meal. This figure doesn't include those food items that have been donated by the United States Department of Agriculture. However, during the past year, donated foods have taken a substantial reduction; thus, the division has had to absorb costs that were previously not budgeted. In addition, the division suffered from the impacts of the national drought. Many vegetables had prices sky rocket over night, or stock was no longer available for purchase. As an example, whole kernel corn went from $11.95 a case to $18.05 in less than a week. Various tomato products, by February, were no longer available for purchase. However, with the aid of an alert vendor/sales representative, purchasing agent, warehouse staff, and food personnel, we were able to go in early last fall and purchase what history told us we would use during this same period of time. Therefore, with numerous phone calls to vendors locating products, obtaining approval to purchase over $10,000 in a single order, maintenance staff starting up freezers that had not been used, warehouse staff shuffling products from various storage locations, to economizing on the amounts prepared, the division was able to stay within its established budget.

Throughout the past fiscal year, Food Services has continued to maintain high scores on inspections conducted by the Salt Lake City/County Board of Health. However, on May 24, 1989 a milestone was reached by the Food Service staff; that of obtaining a sanitation inspection of 100% in each kitchen. To the best recollection of those asked, this achievement was without equal.

The thermal trays and cook-chill programs continue to look for innovative ideas to improve in their respective ways as well as the traditional cafeteria style serving.

Inmates preparing food trays for the Institution

Division of Institutional Operations

Support Services Bureau

Photo Lab

The photo lab at the Wasatch Facility has been undergoing extensive remodeling for the past several months. Completion of the construction work will allow for more efficient use of space at the photo lab. Additional equipment has been ordered which will allow the staff to process inmate photos more efficiently.

Officer Kenneth Jackson preparing to take an inmates "mug shot."

Mail Room/Property

For several months, there have been on-going preparations to remodel Building 7 located at North Point. On August 1, 1989, the mail room and inmate property moved to this new location. The building now features a greatly increased work area for the mail operation and increased storage for inmate property. All inmate property now coming to the Draper site will be processed at the new property room.

A busy mailroom staff at work

Division of Institutional Operations

Support Services Bureau

Business Services

This operation provides a variety of accounting services for the inmates' personal monetary transactions. These transactions include cash receipting, check writing, money transfers, payroll processing, television leasing, garnishments, restitutions and various other services. Investigative research for other state agencies is also a large part of our operation. In the past year, business services has expanded to include television leasing, a rapidly growing program which appears to be flourishing. Additional accounting and computerized methods have been implemented to provide better accuracy and control.

Management Information Services (MIS) Section

The MIS section provides the computer support for the Division of Institutional Operations. This support includes maintenance of hardware and software, printing and timely distribution of reports, installation of new equipment, training of staff in computer usage, interfacing with the Utah Department of Corrections OBSCIS System, and planning for future computer needs.

During FY '89, the MIS section replaced the VS 85 with a Wang VS 100 which allowed additional growth. A cluster switch has been placed in the Oquirrh facility since the remodeling efforts have been completed. This will allow the Oquirrh facility more access to the mainframe.

Several new systems and data basesare currently being tested and implemented with more planned for FY '90.

MIS Supervisor Margie Hargett and Dave Worthington inspecting computer equipment

Division of Institutional Operations

Maintenance

Maintenance

The Maintenance Department provides electrical, plumbing, heating, and cooling, along with general building maintenance for 1,087,562 square feet of building space. It also maintains the grounds for North Point and South Point. Maintenance has also aided in the necessary support to keep the Plate Plant, Wool Shop, Dairy, and other UCI ventures running. It also maintains the telephone and security electronic needs of the division.

During the past fiscal year, the Maintenance Department has undertaken several large projects: the new vehicle direction station was installed and made operable; and a major renovation of the YACF Building 7 was completed combining mail and property operations. Other projects included installing bunks in D-Block and Uinta III, and a complete remodel of the Photo Lab. During one of our officer's "slow periods," two Psychology offices were completely remodeled.

Officer Morris Chadwick supervising a repair in the machine shop

A lot of behind-the-scenes work has been done on the mechanical side of maintenance. The Wasatch tunnel has been cleaned, re-valved, and virtually all of the steam traps in the area were replaced for better heating this coming winter.

After the contractors on D-Block completed their work, the plumbing unit installed control stops on all of the water outlets on that block to make it possible to shut down water to each cell, if necessary, for maintenance or security reasons.

Another unit that is operated under Maintenance is the Motor Pool. This unit has grown in the past year, not only in size, but in the ability to service those who operate a Motor Pool vehicle. The staff possess excellent technical skills.

The staff in the Motor Pool service and maintain over 90 motor vehicles on a regular basis. Another duty they fulfill is the service on all emergency generators from North Point to South Point, including the Training Center.

Motorpool supervisor Allen Kerr doing some quality control on a tune-up

Division of Correctional Industries

Utah Correctional Industries

Winfield A.Tatham

Director

Mission Statement

The mission of UCI is to:

1. provide work experience and training in an environment that stresses performance standards and rewards which are utilized by employers in the private sector;
2. provide a variety of work programs that promote the work ethic and the intrinsic values and rewards of a productive work experience;
3. employ the maximum number of offenders while maintaining realistic and productive work force levels in each operation; and
4. provide offenders the opportunity for employment to help meet financial obligations and to be financially self-sufficient.

Utah Correctional Industries

Utah Correctional Industries is pleased to report that FY '89 was another successful year. With goals set forth by the Executive Director of the Department of Corrections to:

1. increase inmate employment;
2. remain profitable; and
3. increase our focus on security.

UCI achieved its highest sales volume in history (**$6,500,000**) and for the fourth year in a row earned a modest profit.

Furniture Shop - UCI's furniture shop completed its second consecutive one million dollar year and continued to produce furniture for their customers while extensive remodeling was going on throughout the plant.

Data Entry Program - UCI in its second full year in data entry, continues to save the Department of Health approximately **$200,000** per year while providing similar service to many other state agencies. We have successfully passed audits by the U.S. Government and the Department of Health while maintaining an error rate far below the industry standard.

Asbestos Abatement Program - In its second year of operation, the UCI asbestos team completed the College of Eastern Utah's hospital, the first phase of the State Office Building and is currently removing asbestos from South High School. During the year, we passed two surprise EPA inspections with flying colors. This program reduces health hazards and saves hundreds of thousands of dollars of taxpayer money each year.

Sign Shop - The sign shop had another record year with **$700,000** in sales. This represented an increase of approximately 20% over last year.

Aquaculture - Our aquaculture project finalized development and began shipping saleable fish in June of this year.

This coming year will be one of positioning for greater profits. UCI has several major goals for FY '90:

A. bring overall profits up to 2 1/2% of sales;

B. establish an improved production control system in our furniture shop;

C. increase sales and savings to state agencies and thereby increase inmate employment levels;

D. continue to provide services to governmental agencies at a cost savings;

E. continue to work closely with the prison and Department of Corrections in security matters; and

F. continue to work closely with the UCI Advisory Board.

Organizational Rationale

To fulfill its mission, UCI is organized into three bureaus in order to provide timely delivery and quality products and services to our customer.

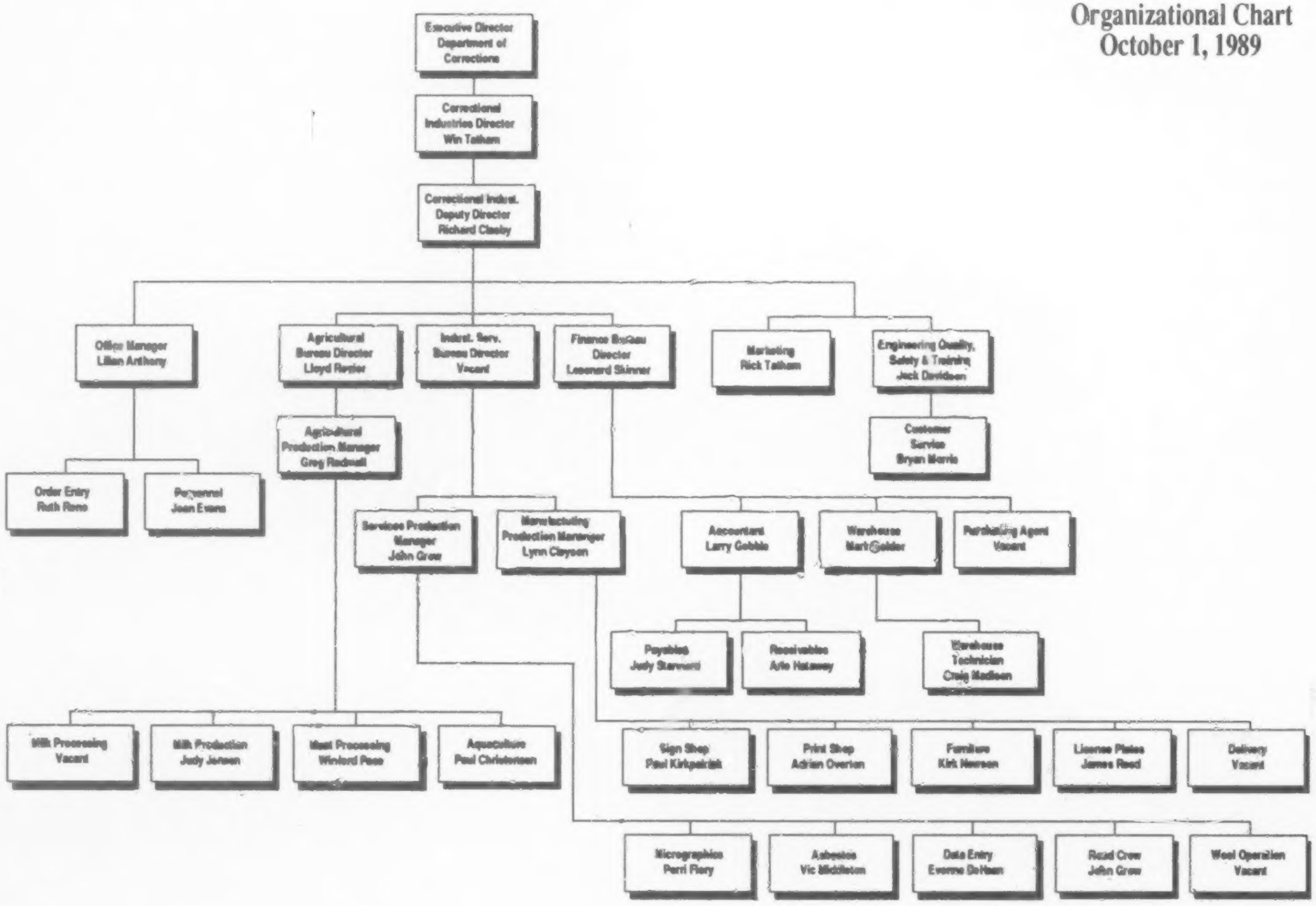
The **Industrial/Service Operations Bureau** provides manufactured products, services and support functions, such as marketing, engineering, quality control and safety. **Richard Clasby**, the assistant director of UCI, states that during FY '89 the Industrial/Services Operations Bureau consisted of three major sections: Industrial Operations, Service Operations, and Support Services.

The **Agriculture Bureau** specializes in farm, dairy, meat and fish products.

The **Financial Bureau** provides business information to the division, our Advisory Board, the Department of Corrections, the Legislature and the Governor. This bureau also performs internal audit services for the division.

Utah Correctional Industries

Organizational Chart
October 1, 1989


Executive Director
Department of
Corrections
Correctional
Industries Director
Win Tatham
Correctional Indust.
Deputy Director
Richard Clasby
Office Manager
Lilian Anthony
Agricultural
Bureau Director
Lloyd Rester
Indust. Serv.
Bureau Director
Vacant
Finance Bureau
Director
Leonard Skinner
Marketing
Rick Tatham
Engineering Quality,
Safety & Training
Jack Davidson
Customer
Service
Bryan Morris
Agricultural
Production Manager
Greg Radnall
Order Entry
Ruth Reno
Personnel
Joan Evans
Services Production
Manager
John Grow
Manufacturing
Production Manager
Lynn Clayson
Accountant
Larry Gobble
Warehouse
Mark Golder
Purchasing Agent
Vacant
Payables
Judy Stanward
Receivables
Arlo Hataway
Warehouse
Technician
Craig Madison
Milk Processing
Vacant
Milk Production
Judy Jensen
Meat Processing
Winford Pace
Aquaculture
Paul Christensen
Sign Shop
Paul Kirkpatrick
Print Shop
Adrian Overton
Furniture
Kirk Nelson
License Plates
James Reed
Delivery
Vacant
Micrographics
Perri Flory
Asbestos
Vic Middleton
Data Entry
Evonne DeHaan
Road Crew
John Grow
Wool Operation
Vacant

Utah Correctional Industries

Industrial Operations

Industrial Operations

The Industrial Operations, managed by production manager **Lynn Clayson**, had another outstanding year.

To enhance UCI's ability to produce and market a quality product, extensive remodeling of the Furniture Plant has been completed this year. A tremendous effort by the whole furniture crew, under **Kirk Newson**, along with **Neil Schiffman** and **Eldon DeHaan**, once again, achieved production levels of approximately **$1,000,000** with no down-time due to new construction. It is anticipated that with the remodeling, UCI will be able to streamline its operation thereby reducing manufacturing time while allowing a larger volume of work and improved quality control.

UCI's Print Shop, under the direction of **Adrian Overton**, continued in its joint program with the Division of Central Services to provide efficient printing services to state agencies. In all probability, by using UCI, state agencies have reduced their printing costs by approximately **$100,000.**

UCI's License Plate Plant, under the direction of **James Reed**, continued to work effectively with the State Tax Commission in the production of license plates while developing a safer and more efficient operation.

Under **Paul Kirkpatrick**, the UCI Sign Shop had an outstanding year with production in excess of **$700,000**. The Sign Shop has been enlarged to accommodate this growing section and is the only state prison sign shop in the country certified to sell its products to the federal government. Under this special certification, UCI has been placed on the U.S. Forest Service approved vendors list. UCI is currently selling signs to national forests throughout the country.

Inmate workers at UCI keying documents for the Department of Health

After extensive remodeling UCI's furniture shop now has an open plant concept

Utah Correctional Industries

Service Operations

Service Operations Bureau

Growth, once again, was experienced in the UCI Service Operations, managed by production manager, **John Grow**.

The Department of Health remains the largest data entry user of the bureau, **realizing approximately $200,000 in savings annually**. Wildlife Resources continues to be a customer of our Data Entry Center with the keying of hunting, fishing, big game and other licenses. Wildlife Resources stated that the quality of the work has been exceptional with a better finished product, plus savings, than was available through the private sector.

The second data center, located at the Young Adult Correctional Facility, also continues to provide work for both male and female inmates. Over the past two years, UCI's error rate has been **.23 percent or less**, and is steadily decreasing as the operation is run more effectively. This program has gained nationwide recognition and great interest from many state administrators who are looking for cost savings programs that would be adaptive to Correctional Industries environments. **Evonne DeHaan**, the senior data entry supervisor, was also recognized this year by the National Correctional Industries Association for her outstanding supervisory and tutorial skills.

Perri Flory, UCI's Micrographics Center Correctional Supervisor, provides microfilming and microfiche services to state and local governmental agencies and like the second data center, utilizes both male and female inmates.

UCI's Wool Project is a new operation in the developmental stage in cooperation with a private sector firm. If successful, UCI will produce wool underlays for export and may produce the same type of product for the domestic market in the near future.

The Division's Asbestos Program has gained national attention for the unique concept of utilizing inmate labor outside the confines of a secure facility. During the year, the asbestos crew has successfully completed abatement of the third and fourth floors of the State Office Building, located behind the State Capitol, at a significant savings to the taxpayer. In May, abatement of the South High School in Salt Lake began. The August completion date was well within the time frame allotted by the college; also, it should be noted, with significant savings to the taxpayer.

The asbestos program is a cooperative effort between the Utah Division of Facilities Construction Management (DFCM) and UCI. Under a joint agreement, DFCM provides equipment, supplies, work plans and environmental testing, while UCI provides inmates and staff supervision in the removal of asbestos from state buildings.

Wool underlays being manufactured at UCI for export

Utah Correctional Industries

Industrial and Service Operations

Support Functions

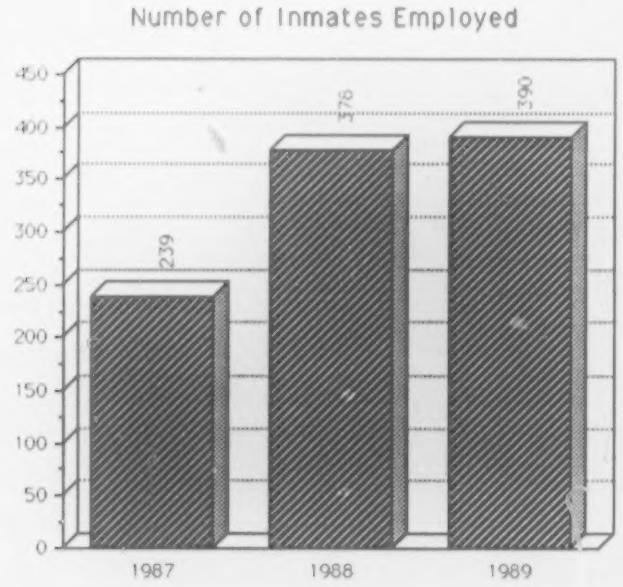
The Support Section provides the following services primarily for the Bureau of Industrial/Service Operations:

** Customer Service
** Industrial Engineering
** Marketing
** Purchasing
** Quality Control
** Safety
** Warehouse Management

The marketing group consists of a staff manager, **Rick Tatham**, and four inmate telemarketers. During this past year, great strides have been made in the telemarketing area of UCI. Rick feels that the marketing section has greatly improved both in service to the customer and dedicated sales efforts which have reflected greater customer satisfaction, as well as profit growth for UCI.

Jack Davidson, the UCI Industrial Engineer, is currently involved in a Hazardous Waste Program while continuing to be a support to the asbestos abatement, quality control, and safety programs. Under Jack's direction, a Customer Service Section was introduced at UCI and has been operational for several months. This is another example of UCI's commitment to the customer to produce a quality product.

Under **Mark Golder**, the warehouse supervisor, the UCI warehouse was moved from the various facilities to a Uinta location in an effort to centralize all warehouse functions.



Utah Correctional Industries

Agriculture Bureau

Agriculture Bureau

The Agriculture Bureau under the guidance of **Lloyd Revoir** and new production manager **Greg Radmall**, has sustained levels of production that equal or exceed the industry average for milk production and processing.

UCI's milk processing and production ability is outstanding. Through improved genetics, feed formula and techniques and a team effort consisting of six key personnel, UCI's dairy has a herd average of 20,000 pounds, as opposed to 12,000 pounds in the late 1970's. Under this concentrated effort, packaging techniques and distribution of the milk continues to grow with greater emphasis on testing and quality control. "Jordan Valley" is our trade name, and fresh, wholesome milk is our product.

With the phasing out of UCI pork production, it is anticipated that the Aquaculture Project will be renovating the farrowing barns for additional grow-out of angel fish. During the past year under supervisor **Paul Christensen**, the aquaculture project has produced over 200,000 angel fish. Through the development of adult breeding pairs, hatchery skills and grow-out techniques, UCI has produced a high quality, disease-free fish; and, since June has been selling these fish to the private sector. It is anticipated in the future that UCI will also grow warm water plants as part of the biofiltering system that will remove the impurities from the water. These plants will be sold for supplemental income.

Marketing of these products, which were traditionally imported from Southeast Asia, will not only increase the revenue flowing into the state, but will also help reduce the U.S. trade deficit.

Correctional Supervisor Paul Christensen segregating angel fish by size for sale to the private sector

Utah Correctional Industries

Financial Section

Leonard Skinner, UCI's financial bureau director, delivered accurate, timely financial reports to division management, the UCI Advisory Board, the Legislature, and the Governor.

This section performed internal reviewing within the division and provides detailed analysis of UCI financial and other data.

The financial statement,' reconciled with the State Department of Finance, demonstrates UCI's profitability for the fourth year.

Profit and Loss Statement
Period Ending June 30, 1989

Sales	
Customer	5,929,082
Inter-company	494,716
Total Sales	6,423,798
Cost of Sales	
Beginning inventory	1,069,191
Purchases	3,146,231
Freight	10,251
Total Available	4,225,673
Ending inventory	969,707
Cost of Sales	3,255,966
Gross Profit	3,167,832
Other Expense	
Staff	1,662,213
Travel	5,736
Innate Salary	884,776
Other Current Expense	421,416
DPCurrent Expense	38,484
DPCapital	0
DPDepreciation	45,168
Capital Equipment	0
Capital Depreciation	83,487
Total Other Expense	3,141,280
NetProfit/(Loss)	26,552

Utah Correctional Industries:

Advisory Board

Robert A. Miller

Chairman

UCI gratefully acknowledges the contribution of its Advisory Board. Created by legislation, the board:

1. advises regarding enterprises to be conducted;
2. advises as to policy with respect to the conduct of enterprises;
3. advises regarding prices for products and services;
4. consults with state agencies and local public entities in order to develop new products and services;
5. acts as liaison with private industry, organized labor, the Legislature and the general public;
6. obtains technical assistance for UCI;
7. recommends rules;
8. reviews financial data;
9. assists in inmate placement upon release by coordination with Board of Pardons, Correctional Institutions and Field Operations; and
10. prepares an annual report to the Governor and Legislature.

UCI Board Members

Robert Miller - Chairman
Owner, Lorraine Press
Salt Lake City, Utah

Nick Barber - Member
Asbestos Workers Local
Salt Lake City, Utah

John Valentine - Member
State Representative
Orem, Utah

Tom Parker - Member
Attorney
Salt Lake City, Utah

David Steele - Member
State Senator
West Point, Utah

Roy Young - Member
Corrections Advisory Council
Milford, Utah

Appendices

ADULT CORRECTIONS STATISTICS "SNAPSHOT" OF INMATES ON 11/21/89

Veteran Status	Male		Female	
	#	%	#	%
Veteran	465	19.8	3	2.6
Non-Veteran	1707	72.8	108	94.7
Active	10	.4	0	0.0
Reserve	26	1.1	0	0.0
Unknown	137	5.8	3	2.6

Last Grade Completed

1-6	64	2.7	1	.9
6-11	1074	45.8	53	46.5
12	769	32.8	37	32.5
12+	238	10.1	11	9.6
Unknown	200	8.5	12	10.5

Citizenship

U.S. Citizen	2117	90.3	104	91.2
U.S. Naturalized	6	.3	1	.9
Non U.S. Citizen	42	1.8	0	0.0
Unknown	180	7.7	9	7.9

Race

White	1622	69.2	71	62.3
Hispanic	371	15.8	25	21.9
Black	195	8.3	10	8.8
Native American	44	1.9	5	4.4
Asian	25	1.1	1	.9
Unknown	88	3.8	2	1.8

Religion

LDS	741	31.6	38	33.3
Catholic	523	22.3	24	21.1
Protestant	305	13.0	17	14.9
None	376	16.0	17	14.9
Other	151	6.4	5	4.4
Unknown	249	10.6	13	11.4

Age

18-19	7	.3	1	.9
20-24	350	14.9	10	8.8
25-29	556	23.7	18	15.8
30-34	483	20.6	33	28.9
35-39	385	16.4	20	17.5
40-44	236	10.1	16	14.0
45-49	155	6.6	8	7.0
50-54	90	3.8	3	2.6
55-59	37	1.6	4	3.5
60-Over	46	2.0	1	.9

Marital Status	Male		Female	
	#	%	#	%
Never Married	1026	43.8	30	26.3
Married	474	20.2	31	27.2
Separated	134	5.7	16	14.0
Divorced	467	19.9	22	19.3
Common Law	57	2.4	4	3.5
Widowed	33	1.4	3	2.6
Unknown	154	6.6	8	7.0

Crime - Property

Depriving an Owner	1	>.1	0	0
Burglary	278	11.9	2	1.8
Agg. Burglary	36	1.5	0	0
Vehicle Burglary	3	.1	0	0
Theft By Deception	24	1.0	3	2.6
Theft By Receiving	30	1.3	2	1.8
Theft of Service	3	.1	0	0
Auto Theft	39	1.7	1	.9
Theft	258	11.0	14	12.3
Retail Theft	11	.5	2	1.8
Receive Stolen Prop	7	.3	0	0
Poss. Stolen Prop	6	.3	0	0
Forgery	94	4.0	12	10.5
Poss. Forged Writing	2	.1	0	0
Issuing Bad Checks	37	1.6	4	3.5
Fraud	4	.2	0	0
Credit Card Fraud	11	.5	5	4.4
Comminicate Fraud	2	.1	0	0
Other Property	2	.1	0	0
Racketeering	2	.1	0	0
Unlawful Dealings	1	>.1	0	0

Drug Related

Poss. Control Sub.	43	1.8	6	5.3
Arrange to Dist. Drug	12	.5	2	1.8
Cultivation of Drugs	2	.1	0	0
Dist Drugs No Value	4	.2	0	0
Dist Drugs - Value	111	4.7	8	7.0
Manufacturing Drugs	2	1	0	0
Poss. of Drugs	5	.2	0	0
Illegal Prescription	5	.2	7	6.1
Other Drugs/Alcohol	0	0	1	.9

Sex Related	Male		Female	
	#	%	#	%
Unlawful Sex Inter.	6	.3	0	0
Rape	77	3.3	0	0
Sodomy	11	.5	0	0
Forcible Sodomy	25	1.1	0	0
Forced Sex Abuse	52	2.2	0	0
Agg. Sexual Assault	63	2.7	0	0
Sexual Abuse Child	206	8.8	3	2.6
Other Sex	2	.1	0	0
Obj. Rape Adult	1	>.1	0	0
Obj Rape Child	2	.1	0	0
Incest	8	.3	1	.9
Rape of Child	26	1.1	0	0
Sodomy of Child	57	2.4	1	.9
Lewdness Child	3	.1	0	0
Sex Exploit Child	3	.1	0	0
Distribute Porn.	1	>.1	0	0

Violent/Personal				
Assault	3	.1	0	0
Assault by Prisoner	4	.2	1	.9
Agg. Assault	65	2.8	4	3.5
Agg. Assault Prisoner	1	>.1	0	0
Mayhem	1	>.1	0	0
Criminal Homicide	72	3.1	2	1.8
Murder 1	67	2.9	3	2.6
Murder 2	79	3.4	4	3.5
Manslaughter	48	2.0	2	1.8
Auto Homicide	11	.5	0	0
Kidnapping	9	.4	0	0
Agg Kidnapping	25	1.0	0	0
Kidnapping Child	1	>.1	0	0
Robbery	102	4.3	4	3.5
Agg Robbery	189	8.1	1	.9
Child Abuse	2	.1	4	3.5
Spouse Abuse	1	>.1	0	0
Arson	6	.3	0	0
Agg. Arson	3	.1	0	0

Public Order				
Prostitution	1	>.1	0	0
Failure to Stop	7	.3	0	0
Habitual Criminal	20	.9	1	.9
Weapons Violation	17	.7	0	0
Bail Jumping	2	.1	0	0
Escape from Custody	6	.3	0	0
Public Intox.	1	>.1	0	0
Custodial Interference	1	>.1	0	0
Criminal Mischief	7	.3	0	0
Obstruction of Justice	1	>.1	0	0
Contraband to Inmates	0	0	1	.9
Tampering w/ witness	1	>.1	0	0

Degree of Crime	Male		Female	
	#	%	#	%
Capital	22	.9	0	0
First Degree	649	27.7	9	7.9
Second Degree	911	38.8	40	35.1
Third Degree	699	29.8	59	51.8
Class "A"	18	.8	1	.9
Class "B"	3	.1	0	0
Class "C"	3	.1	0	0
Compact	2	.1	0	0
Unknown	38	1.6	5	4.4

Number of Incarcerations				
1	588	25.1	77	67.5
2 - 4	981	41.8	27	23.7
5 - 7	675	28.8	10	8.8
8+	86	3.7	0	0
Unknown	15	.6	0	0

Number of Arrests				
1 - 5	1010	43.1	46	40.4
6 - 10	512	21.8	22	19.3
11 - 15	298	12.7	15	13.2
16 - 20	157	6.7	6	5.3
Over 20	212	9.0	10	8.8
Unknown	156	6.7	15	13.2

Number of Convictions				
1 - 5	581	24.8	74	64.9
6 - 10	1186	50.6	23	20.2
11 - 15	375	16.0	9	7.9
16 - 20	109	4.6	3	2.6
Over 20	41	1.7	2	1.8
Unknown	53	2.3	3	2.6

Age at First Arrest				
Under 10	118	5.0	2	1.8
10 - 14	737	31.4	26	22.8
15 - 17	535	22.8	24	21.1
18 - 20	375	16.0	22	19.3
21 - 24	194	8.3	13	11.4
25 - 29	126	5.4	9	7.9
30 - 39	123	5.2	8	7.0
40 - 49	64	2.7	8	7.0
50 - 59	22	.9	0	0
0ver 60	8	.3	0	0
Uknown	43	1.8	2	1.8

Utah Department of Corrections

ADULT CORRECTIONS STATISTICS "SNAPSHOT" OF PROBATIONERS ON 8/1/87

Veteran Status

	Male		Female	
	#	%	#	%
Veteran	736	15.4	6	.6
Non-Veteran	3552	74.5	953	95.4
Active	14	.3	1	.1
Reserve	126	2.6	6	.6
Unknown	339	7.1	33	3.3

Last Grade Completed

1-6	50	1.0	9	.9
6-11	2024	42.5	392	39.2
12	1873	39.3	410	41.0
12+	658	13.8	125	12.5
Unknown	162	3.4	63	6.3

Citizenship

U.S. Citizen	4364	91.5	958	95.8
U.S. Naturalized	19	.4	5	.5
Non U.S. Citizen	78	1.6	7	.7
Unknown	306	6.4	29	2.9

Race

White	3800	79.7	819	81.9
Hispanic	429	9.0	90	9.0
Black	155	3.3	37	3.7
Native American	115	2.4	26	2.6
Asian	52	1.1	12	1.2
Unknown	216	4.5	15	1.5

Religion

LDS	1975	41.4	417	41.7
Catholic	587	12.3	140	14.0
Protestant	507	10.6	130	13.0
None	909	19.1	174	17.4
Other	205	4.3	48	4.8
Unknown	584	12.3	90	9.0

Age

18-19	86	1.8	5	.5
20-24	1421	29.8	216	21.6
25-29	1121	23.5	260	26.0
30-34	864	18.1	224	22.4
35-39	555	11.6	144	14.4
40-44	320	6.7	79	7.9
45-49	175	3.7	38	3.8
50-54	86	1.8	20	2.0
55-59	70	1.5	5	.5
60-Over	65	1.4	6	.6

Marital Status

	Male		Female	
	#	%	#	%
Never Married	2092	43.9	252	25.2
Married	1143	24.0	278	27.8
Separated	263	5.5	129	12.9
Divorced	834	17.5	262	26.2
Common Law	123	2.6	23	2.3
Widowed	26	.5	20	2.0
Unknown	286	6.0	35	3.5

Crime - Property

Burglary	374	7.8	23	2.3
Agg. Burglary	8	.2	0	0
Vehicle Burglary	54	1.1	4	.4
Burglary Tools	2	>.1	0	0
Criminal Trespassing	8	.2	0	0
Breaking/Entering	1	>.1	0	0
Leaving Scene Acc.	0	0	1	.1
Theft By Deception	76	1.6	21	2.1
Theft By Receiving	71	1.5	15	1.5
Theft of Services	10	.2	0	0
Petit Theft	19	.4	15	1.5
Auto Theft	60	1.3	4	.4
Theft	831	17.4	179	17.9
Receive Stolen Prop	31	.7	3	.3
Poss. Stolen Prop	20	.4	0	0
Destuct. of Prop	7	.1	0	0
Forgery	245	5.1	153	15.3
Poss. Forged Writing	5	.1	1	.1
Fraudulent Writing	4	.1	1	.1
Tampering w/Records	1	>.1	3	.3
Issuing Bad Checks	131	2.7	89	8.9
Fraud	18	.4	3	.3
Public Assist Fraud	6	.1	7	.7
Insurance Fraud	8	.2	2	.2
Credit Card Fraud	36	.8	22	2.2
Poss of Stolen Card	3	.1	0	0
Unemploy. Fraud	5	.1	1	.1
Deceptive Business	7	.1	0	0
Unlawful Dealings	4	.1	2	.2
False Credit Report	1	>.1	0	0
Reckless Burning	1	>.1	1	.1
Other Property	8	.2	4	.4
Retail Theft	35	.7	29	2.9
Racketeering	0	0	1	.1
Computer Crime	0	0	1	.1

Drug Related

Poss. Control Sub.	4.2	8.4	84	8.4
Arrange to Dist.	130	2.7	24	2.4
Cultivation of Drugs	33	.7	4	.4
Dist Drugs No Value	74	1.6	20	2.0
Dist Drugs - Value	282	5.9	64	6.4
Manufacturing Drugs	9	.1	2	.2
Poss. of Drugs	59	1.2	17	1.7
Illegal Prescription	41	.9	29	2.9
Other Drugs/Alcohol	19	.4	6	.6

Utah Department of Corrections

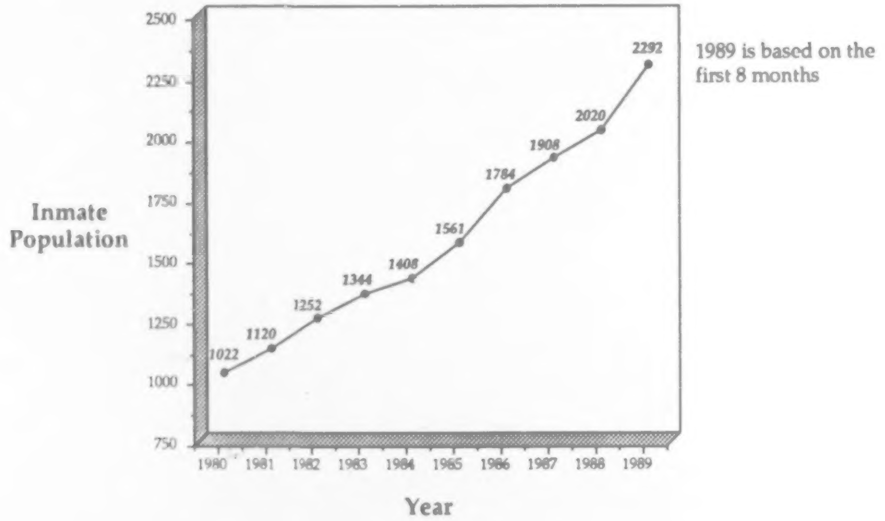
Sex Related	Male		Female	
	#	%	#	%
Unlawful Sex Inter.	34	.7	0	0
Rape	7	.1	0	0
Sodomy	3	.1	0	0
Forcible Sodomy	4	.1	0	0
Forced Sex Abuse	55	1.2	0	0
Agg. Sexual Abuse	12	.3	0	0
Sexual Abuse Child	213	4.5	5	.5
Other Sex	4	.1	1	.1
Lewdness	29	.6	1	.1
Lewdness w/ Child	64	1.3	1	.1
Molesting	3	.1	0	0
Incest	15	.3	0	0
Indecent Exposure	2	>.1	0	0
Distributing Porn	5	.1	0	0
Rape of Child	9	.2	0	0
Sodomy of Child	12	.3	0	0

Violent/Personal				
Battery	4	.1	0	0
Assault and Battery	2	>.1	0	0
Assault	59	1.2	3	.3
Assault on Police	15	.3	9	.9
Assault by Prisoner	10	.2	2	.2
Agg. Assault	120	2.5	13	1.3
Ass. Deadly Weapon	4	.1	0	0
Terrorist Threat	1	>.1	2	.2
Criminal Homicide	2	>.1	1	.1
Murder 1	2	>.1	0	0
Murder II	3	.1	0	0
Manslaughter	4	.1	2	.2
Neg.Homicide	7	.1	2	.2
Auto Homicide	15	.3	3	.3
Kidnapping	3	.1	0	0
Kidnapping Child	0	0	1	.1
Agg Kidnapping	1	>.1	0	0
Other Person Crime	1	>.1	0	0
Robbery	56	1.2	5	.5
Agg Robbery	13	.3	0	0
Child Abuse	21	.4	11	1.1
Spouse Abuse	8	.2	1	.1
Arson	19	.4	2	.2
Agg. Arson	1	>.1	4	.4

Public Order	Male		Female	
	#	%	#	%
DUI	321	6.7	39	3.9
DUI w/ Accident	9	.2	1	.1
DUI w/ Injury	16	.3	1	.1
Reckless Driving	22	.5	1	.1
Leaving Accident	7	.1	3	.3
Driving on Revoke	83	1.7	5	.5
Driving on Suspend	50	1.0	5	.5
Failure to Stop	41	.9	2	.2
Traffic	3	.1	1	.1
Other Driving	7	.1	0	0
Wildlife Laws	5	.1	0	0
Weapons Violation	32	.7	0	0
Depriving Owner	22	.5	4	.4
Cont. to Deliquency	6	.1	2	.2
Prostitution	0	0	3	.3
Soliciting Sex	0	0	4	.4
Telephone Harrassment	4	.1	2	.2
Contempt of Court	1	>.1	0	0
Communication Fraud	3	.1	2	.2
Bail Jumping	2	>.1	2	.2
Construction of Infernal	1	>.1	0	0
Resisting Arrest	4	.1	0	0
Evading	24	.5	2	.2
Escape from Custody	1	>.1	0	0
Disturbing the Peace	4	.1	0	0
Public Intox.	5	.1	2	.2
Conspiracy	5	.1	0	0
Custodial Interfere	3	.1	6	.6
Unlawful Detention	1	>.1	0	0
Open Container	0	0	1	.1
Other	5	.1	0	0
Fornication	1	>.1	0	0
Adultery	1	>.1	0	0
Criminal Non-support	2	>.1	0	0
Sale of Child	0	0	1	.1
Sex Exploit of Minor	2	>.1	0	0
Criminal Defamation	1	>.1	0	0
Interfere Public Servant	3	.1	1	.1
Providing Contra	1	>.1	0	0
Tax Evasion	1	>.1	0	0
Contract w/o License	1	>.1	0	0
False Represent	6	.1	0	0
Falsification	5	.1	0	0
Tamper w/witness	4	.1	0	0
Tamper w/evidence	3	.1	0	0
Disorderly Conduct	4	.1	0	0
Illegal use/explosives	1	>.1	0	0
Cruelty to animals	1	>.1	0	0

Changes in Inmate Population

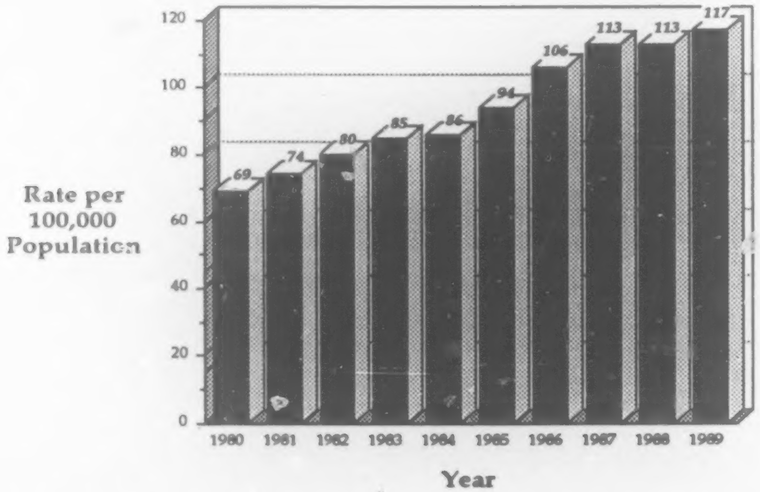
1980 to 1989



- Since 1980, the inmate population has increased by 124%.

Changes in Utah's Incarceration Rate

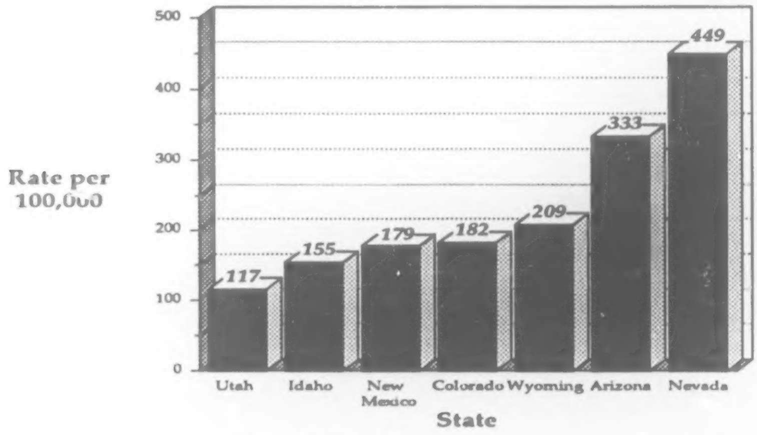
1980 to 1989



- Utah's incarceration rate has increased steadily through the 80's.

Incarceration Rates for Utah and Surrounding States

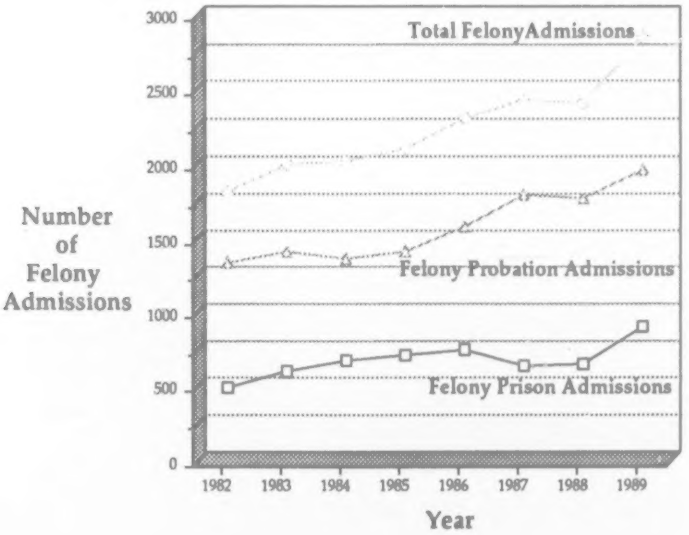
1988



- Utah's incarceration rate is only half the Western States average of 234 per 100,000.
- If Utah incarcerated at the same rate as the Western States average, the inmate population would double to 4,700 inmates, requiring construction of more than 2,000 additional beds at an estimated construction cost of $60,000,000.

Felony Admission Rates

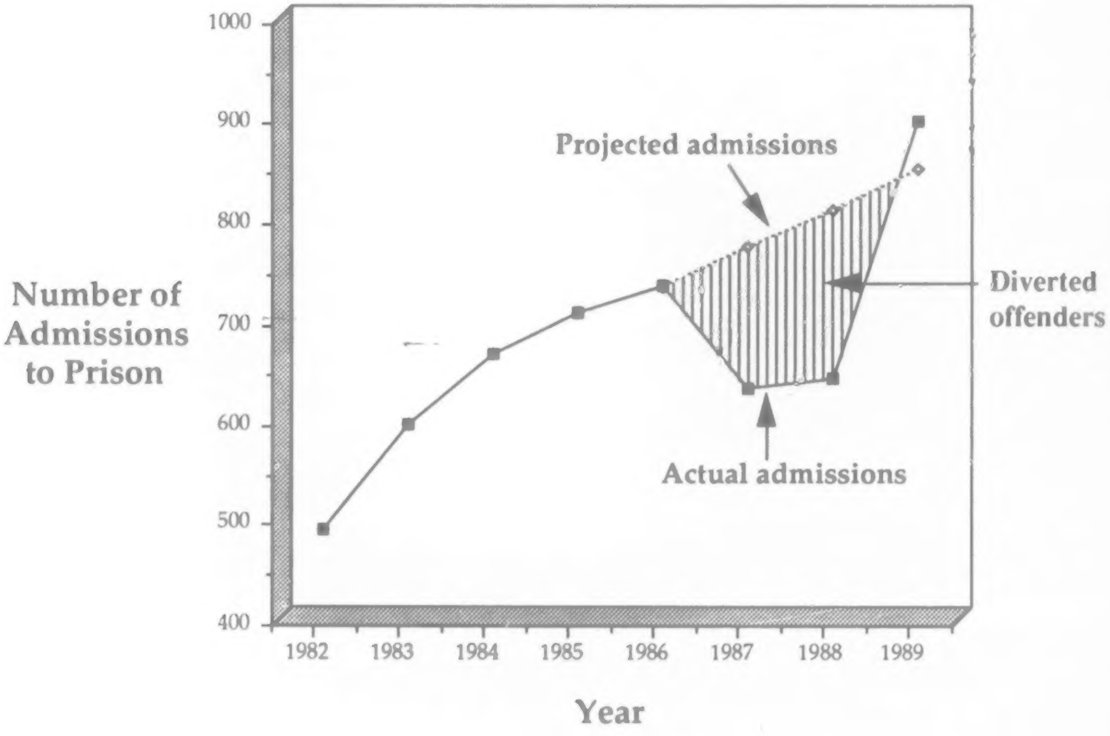
1982 to 1989



- Admissions in all Felony catergories have gone up substantially in 1989.

Actual and Projected Admissions to Prison

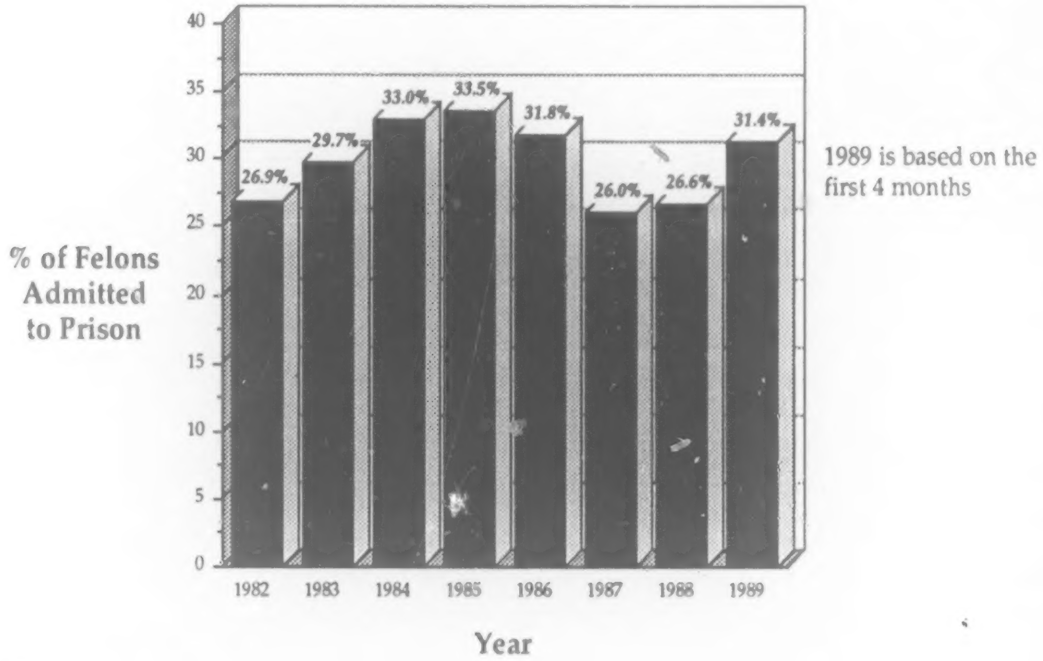
1982 to 1989



- Based on data on prison admissions from 1982 to 1986, Corrections projected an average 5% growth rate each year in admissions.
- Admissions in 1987 and 1988 fell far below projections probably as a result of diversion caused by overcrowding at the prison.
- 1989 figures will exceed projections if admissions continue at the rate established in the first four months of the year, suggesting that diversion has ceased.

Percentage of Felons Admitted to Prison

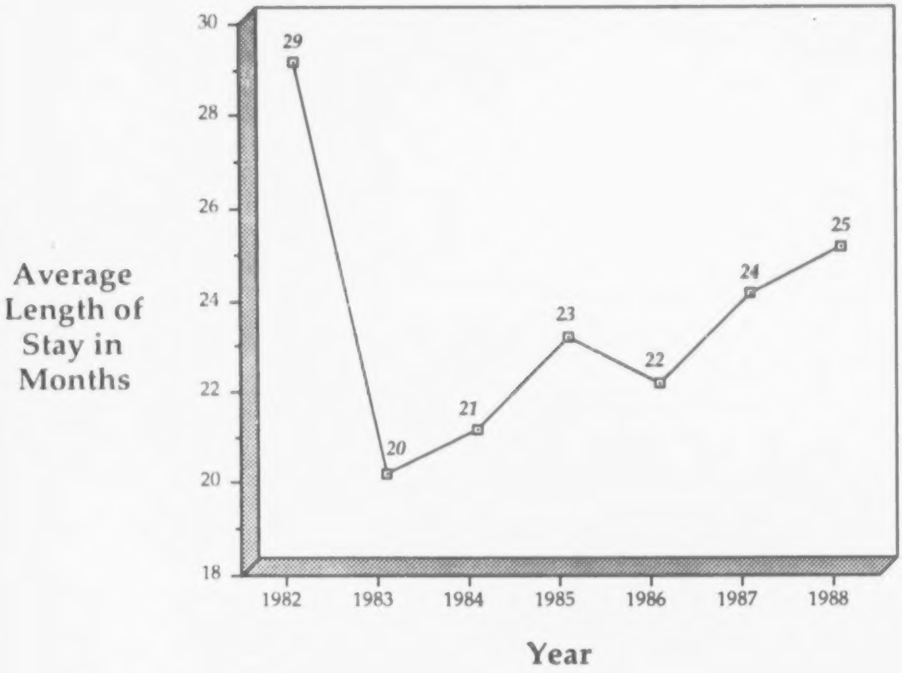
1982 to 1989



- The percent of felons admitted to prison decreased in 1987 and 1988 in response to prison overcrowding.
- The percent of prison admissions in 1989 is estimated to return to the higher levels established in 1983 through 1986.
- Prison admissions in 1989 will increase by 40% over 1988 levels (from 639 in 1988 to an estimated 894 in 1989).
- These changes in admission patterns will greatly increase prison population.

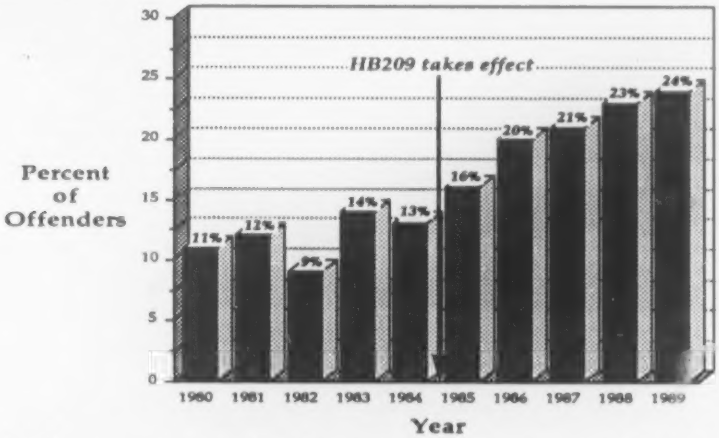
Average Length of Stay in Prison for Releases

1983 to 1988



- Average length of stay for inmates released from the Utah State Prison continues to increase.
- Adding only an average of one month to length of stay will increase Utah's need for prison bed space by 75 beds each year.
- The change in length of stay from 20 months in 1983 to 25 months in 1988 added 375 inmates to the prison population.

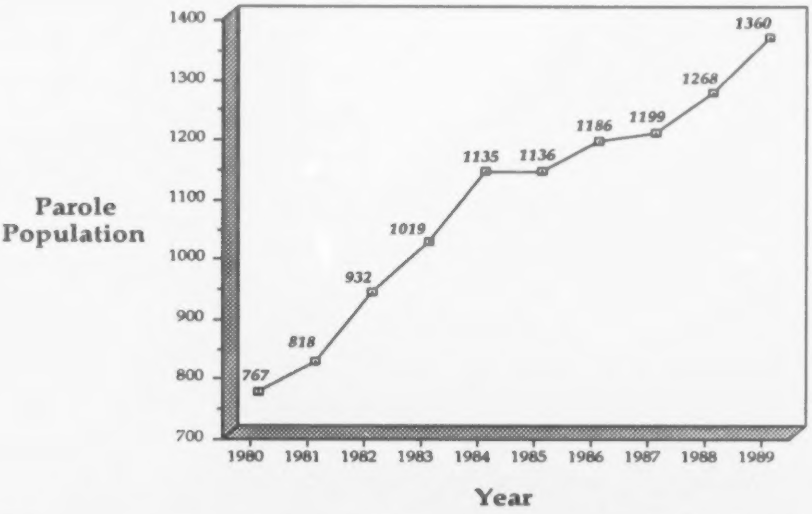
Percent of Inmates Convicted of a Sex Offense



- 24% of the Inmate population is currently incarcerated for a sex offense, requiring about 500 of the 2350 available beds.
- Currently, sex offenders occupy 34% of the available Community Correctional Center beds, 29% of the available residential beds, and about 10% of the jail space contracted by the Department.

Change in Parole Population

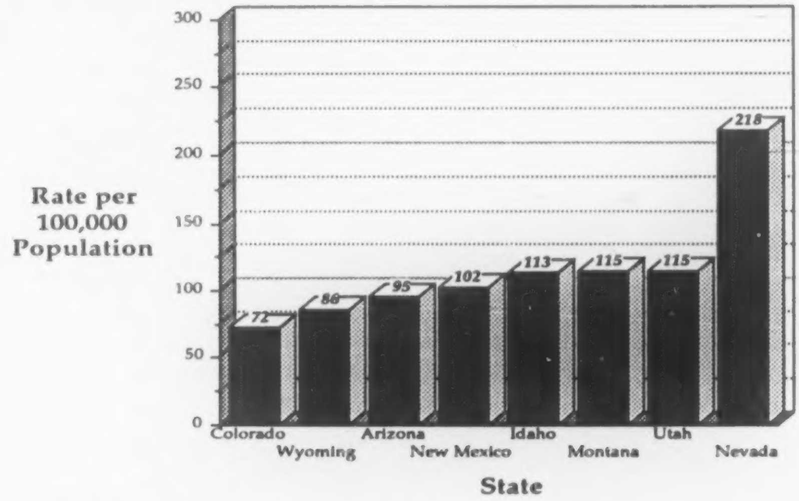
1980 to 1989



1989 is based on the first 8 months

- Since 1980, the parole population has increased by 77%.

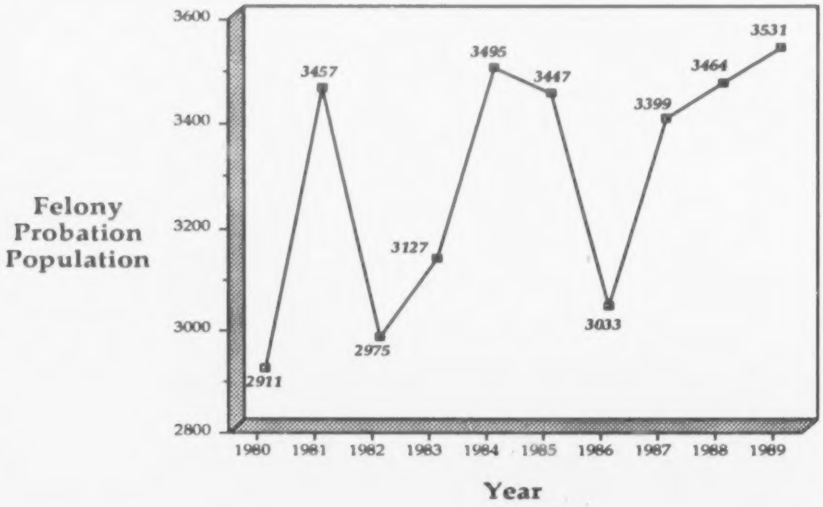
Parole Rates in Utah and Surrounding States



- Utah's parole rate is lower than the Western States average of 201, and ranks 32nd in the Nation.

Change in Felony Probation Population

1980 to 1989

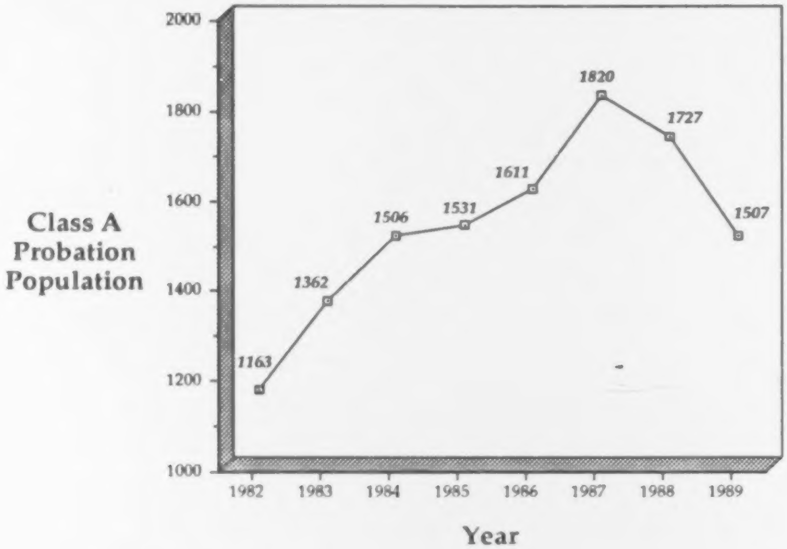


1989 is based on the first 8 months

- Since 1980, the felony probation has increased by 21%.

Change in Class A Probation Population

1982 to 1989

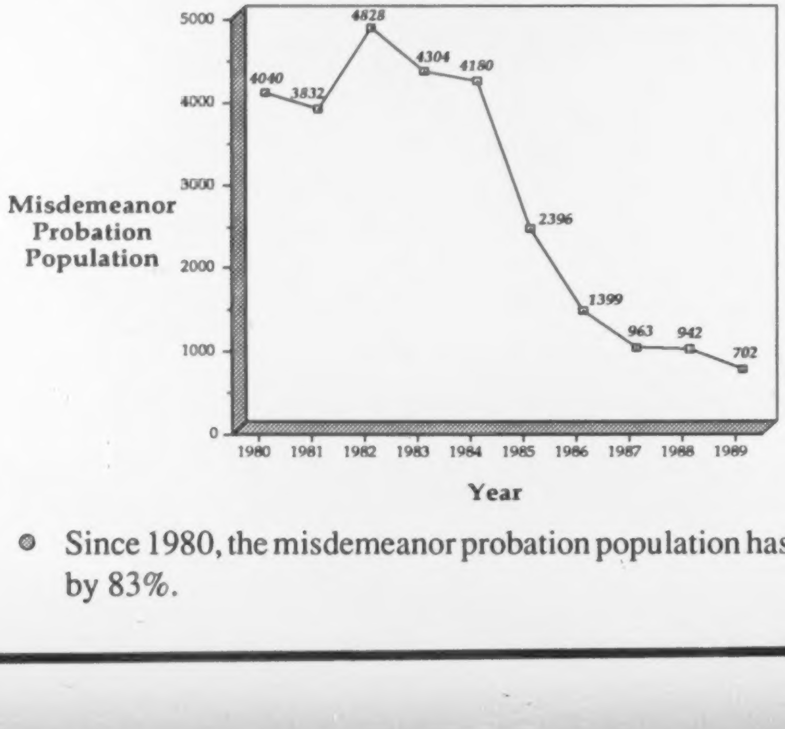


1989 is based on the first 8 months

- Since 1982, the class A probation population has increased by 29%.

Change in Misdemeanor Probation Population

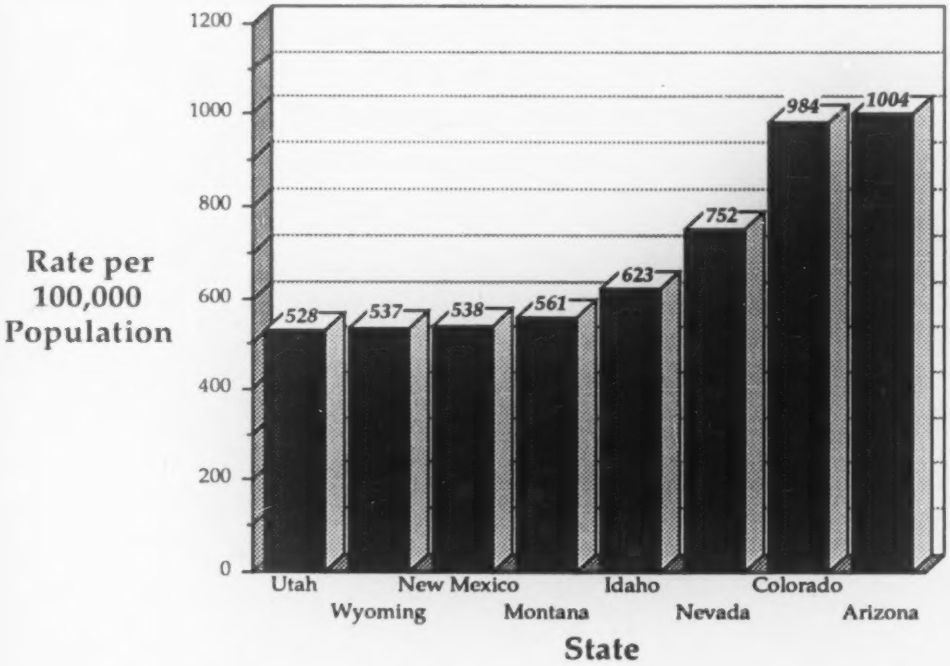
1980 to 1989



1989 is based on the first 8 months

- Since 1980, the misdemeanor probation population has decreased by 83%.

Probation Rates in Utah and Surrounding States



- Utah's probation rate is the lowest in the Western States, and ranks 44th in the Nation.
- The Western States average probation rate per 100,000 populations is 1,178.

Department Directory

Utah Department of Corrections

Directory

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Assistant Regional Administrator
Parole

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Michael J. Hansen
Agent-In-Charge, Tooele Office

Utah Department of Corrections

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Thomas S. Webb
Supervisor

Utah Department of Corrections

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Duane R. Kaneko, Director
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Sheri K. Watters
Secretary

Richard Burt
Assistant to the Director

Jeffrey Galli, Director
Program Services

Hazen Locke, Director
Inmate Placement Program

Support Services Bureau

Dan Leatham
Bureau Chief

Lloyd Helm, Manager
Facilities Maintenance Operation

Harold McCown, Manager
Institutional Business Services

Blen Freestone, Manager
Health Services

Russ Boyce, Manager
Inmate Services

David Worthington, Manager
Institutional Services

Dale Schipaanboord, Manager
Habilitative Services

Security, Enforcement and Investigations Bureau

William Fowlke
Bureau Chief

Robert A. Larson
Security Chief

Utah Department of Corrections

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Oquirrh Unit	**Henry G. Galetka** Deputy Warden	**Bruce A. Daniels** Executive Officer
Wasatch Unit	**Fred Hurst** Deputy Warden	**Iris Hemenway** Executive Officer
Uinta Unit	**Lynn Jorgensen** Deputy Warden	**Colleen Gabbitas** Executive Officer
North Point Facility 14400 South Frontage Road Draper, Utah 84020 (801) 572-5700	**Tamara Holden** Warden	
Young Adult Correctional Facility	**Tom House** Deputy Warden	**James Watts** Executive Officer
Women's Facility and Lone Peak Facility	**Ray Wahl** Deputy Warden	**R. Mont Evans** Executive Officer
		Robert Steele Executive Officer
Iron County/Utah State Correctional Facility 2136 North Main Street Cedar City, Utah 84720 (801) 586-3356	**James Stewart** Administrator	

Board of Pardons 6100 South 300 East Salt Lake City, Utah 84107 (801) 261-2825	**Don Blanchard** Administrator	**Laurie Gustin** Office Manager
	H.L. "Pete" Haun Chairperson	**Victoria Palacios** Board Member
	Paul Boyden Board Member	

Employees of The Utah Department of Corrections as of September 20, 1989

Utah Department of Corrections

As of September 20, 1989

ABBOTT, CHRIS
ADAMS, DARLENE B
ADAMS, FORREST W
ADAMS, JESS E
ADAMS, KAREN
ADAMS, KYLE R
ADAMS, LORI ANN
ADAMS, PATRICK C
ADAMSON, JON DAVE
ALBERTONI, CRYSTAL L
ALBERTS, THOMAS C
ALLDREDGE, CARLA F
ALLEN, KIM N
ALLEN, LEO R
ALLEN, MICHAEL J
ALLEN, TIMOTHY L
ALLINSON, WILLIAM C
ALLRED, BLAKE J
ALLRED, FRANK E
ANDERSEN JR, EARL R
ANDERSON, ANTHONY JAMES
ANDERSON, BERNITA F
ANDERSON, ROXY DIANE
ANDERSON, SANDRA J
ANDERSON, STEPHEN R
ANDERSON, STEVEN E
ANDERSON, TOM ALVIN
ANDRUS, CHRIS DEE
ANDRUS, RUSSELL G
ANTHONY, ALAN
ANTHONY, LILIAN K
ARCHIBALD, R KENT
ARCHULETA, WAYNE J
ARMSTRONG, FLOYD C
ARMSTRONG, RUSSELL S
ARNOLD, JEFFREY ALAN
ASHTON, CONNIE J
ASTON, JULIE
ATKINSON, CYNTHIA N
AUSTIN, VAN O
AVERY, BRENT STEVEN
AVIS, DAN L
AZEVEDO, RICHARD A
BABILIS, NICK
BABYLON, DONNA F
BAER JR, HERMAN
BAGLEY, RICHARD V
BAGLEY, ROBERT CRAIG
BAHR, DON F
BAILEY, BARTLEY G
BAILEY, DIANE
BAILEY, DOUGLAS N
BAILEY, MARK A
BAIRD, ALEATA
BAIRD, ARLAN R
BAKSH, ABDUL MOHAMMED
BALL, DANIEL E
BALLS, CRAIG L
BANKS, DENNIS R
BARBER, DOMINIC
BARBERO, SANDI L
BARNES, MERRILL E
BARNES, TRUDY
BARRETT, DWIGHT J
BARRETT, SANDRA J
BARTELL, COLLEEN M
BARTELL, EUGENE L
BARTELL, JENNIFER SUE
BARTELL, KARL N
BARTON, J LOWE
BARTON, TONY RAY
BASSETT, MYRA B
BASSI, WILLIAM BRAD
BATEMAN, JOSEPH B
BEAN, REID J
BECK, STEVEN M
BECKNER, BERYL
BEDDES, VERN K
BEEBE, ROBERT S
BEGER, THORSTEN A
BEMIS, NANCY L
BENCH, LARRY L
BENGE, SUSAN E
BENNETT, ROBERT C
BENNETT, ROBERT KEITH
BENNETT, ROXANNA
BENSON, CHRISTIAN A
BENSON, R RITCHIE
BENSON, ROBERT S
BENSON, RONALD WILLIAM
BENVEGNU, SHAUNA M
BERENDSON, RONALD A
BERLING, MARION L
BESSIRE, MAVAUN N
BIGELOW, ALFRED C
BILLINGS, RICHARD A
BILLS, CRAIG P
BILLS, DAVID LEE
BINGHAM, KENNETH LEE
BINGHAM, ROBERT J
BIRD, HELEN
BIRK, DOUGLAS J
BLACK, TAMARA H
BLACK, TAMRA L
BLACKBURN, DON E
BLACKBURN, SCOTT C
BLAIN, WARREN A
BLAIR, DON G
BLAIR, GRANT E
BLANCHARD, ALAN W
BLANCHARD, DONALD E
BLANCHARD, EDWARD F
BLEAK, NORMA
BLEGGI, JOHN LEWIS
BLOCKER, JASPER T
BLUEMEL, FLORIN E
BODTCHER, ROY A
BOGATY, LEWIS JOSEPH
BONA, STEVEN GARRETT
BONA, THOMAS E
BOND, ROBERT P
BONE, KIMBERLY
BOOTHE, DAVID S
BOREN, CLARK E
BORICH, JOE M
BORTOLUSSI, GARY H
BOSCARENO, DAVID ANTHONY
BOTT, JOSEPH CRAIG
BOURDEAU, CHERYL ANN
BOURDEAUX, DUANE E
BOURGEOIS, ENID R
BOWEN, INGEBORG R
BOYCE, RUSSELL D
BOYD, CLARENCE W
BOYD, LYNDA R
BOYDEN, PAUL W
BOYER, ROBERT DAVIS
BRADBURY, DAVID CALVIN
BRADLEY, JOHN D
BRANDT, STEPHEN C
BRANTING, BEVERLY J
BRASHER, C LYNN
BRIDWELL, MIRIAM VICKI
BRIGHT, CHARLES W
BRIMHALL, CONNIE
BRIONES, IGNACIO N
BROCKBRADER, WILLIAM N
BROOME, KENNETH W
BROPHY, SHELLEY DAVIS
BROUGH, GRANT HARVEY
BROUGH, STEVEN
BROWN, AGNES M
BROWN, CHERI A
BROWN, CLAUDIA A
BROWN, VICKIE L
BUCHANAN, FERRON
BUCK, E. PATRICIA N
BUCK, LISA P.
BUFTON, SHAUN
BULKLEY, WAYNE DARYEL
BURCH, WILLIAM F
BURGESS, CATHERINE
BURGESS, VICKY D.
BURKE, MARY LYNN
BURNETT, ROGER A
BURROWS, DEBRA
BURROWS, KAROLYN
BURT, RICHARD H
BURTON, TERESA ANN
BUSHMAN, LORRAINE L
BUSSIO, LARRY I
BUTCHER, BRENT D
BUTLER, JACK L
BUTTER, CLIFFORD C
CALDER, DAVID C
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CALL, CONNIE S
CALLAHAN, LYNDA K
CAMPASANO, JAMES F
CAMPBELL, KRISTI KAY
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CANTRELL, SUSANNE MAXINE
CARDALL, BRENT D
CARDALL, CLIFFORD R
CARDON, ANN
CARLSON III, A J
CARLSON, DAWN M
CARLSON, LEIF H
CARLSON, THOMAS L
CARLTON, LORAINE E
CARNESECCA, MICHAEL J
CARNESECCA, STEVE MARTIN
CARPENTER, NORMAN F
CARR, COLLEEN T
CARROLL, DON LYNN
CARSTENSEN, CHARLES R
CARTER, JOHN E
CARTER, TODD L
CARTER, YVONNE C
CARTWRIGHT, CATHY
CARVER, SCOTT VERNAL
CASPER, BILLIE H
CAUDILL, DAVID
CAWLEY, RAY M
CESPEDES, ROSANITA
CHADWICK, MORRIS W
CHANNON, MALCOLM J
CHASE, GREGORY K
CHATTERTON, LARRY GENE
CHENEY, RAYMOND E
CHIPMAN, W. PAUL
CHRISTENSEN, BENJIE
CHRISTENSEN, DALE
CHRISTENSEN, DAVID GALEN
CHRISTENSEN, DEE A
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CHRISTENSEN, M DENNIS
CHRISTENSEN, RON
CHRISTENSEN, SCOTT L
CHRISTIANSEN, PAUL L
CHRISTIANSEN, SUZANNE
CIESLAK, MANFRED ARTHUR
CLARK, BONNIE K
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Utah Department of Corrections

As of September 20, 1989

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EVANS, NEAL B
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EVANS, R MONT
EVANS, ROBERT
FACKRELL, ANNABELLE A
FACKRELL, DOUGLAS M
FACKRELL, JOHN N
FACKRELL, STEPHEN J
FAHL, DAVID
FARLEY, DAVID P
FARNSWORTH, WALTER JAMES
FARR, JOSEF FERNANDO
FAWSON, DOUGLAS K
FINCH, WILLIAM HUNTER
FINEFEUIAKI, SIOELI M
FINLAYSON, CLAIR P
FINLINSON, DAN W
FISCHER, RICHARD D
FITZGERALD, STEVE S
FLECTCHER, NANCY F
FLINDERS, RONALD G
FLORY, PERRI D
FOLEY, DAVID A
FORBES, CHARLES EDWARD
FOUSE, LINDA A
FOWLKE, WILLIAM
FOX, CALVIN LLOYD
FRAMPTON, GARY W
FRANCHINA, DAVID
FREESTONE, BLEN A
FREEWALD, GILBERT DALE
FRIEL, CLINTON S
FRISBEE, JAN
FRONK, SHARON M
FRUCCI, WILMA E
FRY, KARL R.
FRY, SHELIA
FUNK, RUBERT
FURNER, JAMES HOWARD
FURUTA, DAVID
GABALDON, THERESA M
GABBITAS, ERMA C
GABBITAS, LARRY EVANS
GABBITAS, VERNON FLOYD
GAHLEY, BLAIR S
GAINES-JONES, BETTY
GALBRAITH, KATHLEEN
GALENTINE, TERRY T
GALETKA, HENRY G
GALETKA, KERRY B
GALLEGOS, GASPAR I
GALLI, JEFFERY
GAMBLE, PEGGY SUE
GARCIA, LONNIE VERONICA
GARDNER, MICHAEL JUDD
GARDNER, PAUL T
GARDNER, RAYMOND W
GARFIELD, THOMAS M
GARNER, TAMARA M
GARNETT, ROBERT LEE
GARRETT, BLAINE H
GARRICK, EARL L
GERRARD, CRAIG RANDALL
GIBSON, ALAINA L
GIFFORD, BRENN K
GILLESPIE JR, JAMES H
GILLETT, LARRY JOSEPH
GILLIS, JOSEPH W
GILLIS, SUZANNE KAY
GLANCY, MARK A
GLAZIER, JOHN WANDLE
GLEASON, SUSAN WHITE
GLIEDEN, MIKE R
GLINES, THOMAS LEE
GLOVER, LYLE J
GOBBLE, LARRY G
GODFREY, LENNIE D
GOE, WILLIAM KENNETH
GOLDER, MARK DEWAYNE
GOMEZ, AVELINA
GOMEZ, GEORGE A
GOOLSBY, MICHAEL F
GORDON, DENNIS M
GORDON, SCOTT S
GORDON, STEVE L
GRACE, DALE W
GRACE, ROBERT J
GRAFF, JOHN D
GRAY, KEVIN R
GRAY, MARVIN H
GRAY, MICHAEL W
GREEN, CARLA DAWN
GREEN, PHILIP A
GREENE, LORI
GREENWOOD, SANDRA
GREENWOOD, SUSAN
GREGERSON, GWEN B
GRIFFITH, WENDY J
GROW, JOHN WILLIAM
GUSTIN, LAURIE M
GUTIERREZ, ALFREDO R
GUYMON, G KENT
HAACKE, LESLIEANN
HAEFELI, LAWRENCE F
HALE, CONNIE L
HALES, KARIN PRAWITT
HALEY, JOHNNY B
HALL, CLIFFORD M
HALLADAY, NEIL P
HALLIDAY, MARGO
HALTERMAN, KENNETH L
HAMPTON, KAREN J
HANCE, PAULETTE JILL
HANCOCK, DALE L
HANCOCK, DIANE
HANSEN, ARTHUR LOWELL
HANSEN, DALE
HANSEN, ERIC V
HANSEN, LORI K
HANSEN, MARVIN D
HANSEN, MICHAEL JAY
HANSEN, ROBERTA ANN
HANSON, TODD W
HARDING, JERI KAY
HARDMAN, MARREL J
HARDY, KAYLE GLEN
HARGETT, MARGIE V
HARKER, VICKI P
HARLOW III, CHARLES E
HARPER, KEITH LESLIE
HARRIS, BRUCE G
HARRIS, THEODORE F
HART, TAMARA L
HARTLEY, BONNIE W
HARWOOD, RICHARD WILLIAM
HASTINGS, ORVILLE L
HATHAWAY, ARLO R
HAUN, HENRY L
HAURAND, HENRY EUGENE
HAWKINS, SHARON K.
HAYES JR, RICHARD N
HAYMOND, MIRIAM K
HAYWOOD, JAMES NORMAN
HEALEY, PENNY N
HEALY, RICK ALLEN
HEALY, SHERYL M
HEAPS, MARSHA M
HEARD, RODGER MCDONALD
HEATON, BONNIE
HEDQUIST, FRANCIS JENE
HEIMBERG, SWEN
HEMENWAY, IRIS E
HENDERSON, NINA LOU
HENNINGS, ROBERT M
HENRIE, JEDDIE B
HENSLEY, LUTHER D
HEPPER, MARK ARNOLD
HERBERT, RONALD LOUIS
HERBERT, SHELBY L
HERMAN, BRYANT E
HERMAN, CAROL
HERMAN, STEVEN J
HERNDON, LEE ANN
HIATT, GLENN E
HIBLER, BARBARA J
HIGLEY, ARLENE W
HIGLEY, LEONARD G
HILL, MARION RICHARD
HILL, TIMOTHY A
HILL, VANCY
HILL, VICTOR L
HILLAM, HYRUM C
HINCKLEY, CATHY M
HINCKLEY, JUNE V
HINCKLEY, RON S
HINES, LAWRENCE E
HINESLEY, TREVOR R
HOBBS, ARTHUR J
HOBBS, CHARLES T
HOBBS, LOUISE F
HOBBS, TONY
HODGES, SCOTT R
HOGGAN, KENT L
HOGGE, ROSCOE E
HOLDEN, MARY TAMARA
HOLLAND, BRENDA M
HOLLAND, DOUGLAS G
HOLMES, ALLEN
HOLMES, JULIE A
HOLT, EARL D
HONN, PAMELA D
HOOVER, VALERIE LEE
HOPKINS, KARL A
HORLACHER, CAROLINE E
HORLACHER, JAMES R
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HOSSAIN, IQBAL
HOUSE, TOMMY T
HOWARD, BECKY H
HOWARD, GLEN W
HOWARD, HENRY J
HOWARD, MICHAEL
HOWARD, NANCY J
HOWELL, MARILEE CAROL
HOWELL, ROBERT J
HOXSIE, KATHLEEN
HUGHES, JOE EDWARD
HUGHES, RICHARD E
HUGO, TIFFANY A
HUMMEL, MICHAEL DEAN
HUMPHREY, CHRISTOPHER J
HUNT, ANDREW E
HUNT, SUSAN B
HUNTINGTON, DAVID B
HUNTSALONG, RUSSELL
HUNTSMAN, NORI
HUNZEKER, WILLIAM H
HURST, WALTER F
HUTCHINGS, DANNY C
HUTCHINGS, W JAMES
HUTSON, DON WILLIAM
HYDE, JUDY
HYDE, MARY E
IKA, LEIONI T
IKA, WYLENE J
IMIG, ALLEN JAMES
INGLE, JAMES L
INGLE, REBECCA A
INGLEDEW, LYNETTE R
IPSEN, MICHAEL C
IRONS, JOHN WILBERT
IRONS, LISA B
JACK, VINCENT JOHN
JACKSON, KENNETH
JACKSON, LARRY L
JACOBS, TERRY J
JACOBSON, CARL A
JACQUART, GREGORY W
JAMISON, KATHERINE G
JASPER, DEMAS WINSLOW
JENKINS, LORRAINE M
JENKINS, MARGARET H
JENKINS, VAL D
JENNINGS, ELDON B
JENNINGS, JOANN
JENSEN, CHARLA JEAN
JENSEN, CHRISTIAN B
JENSEN, JUDY
JENSEN, MICHAEL D
JENSEN, NANCY A
JENSEN, PAULINE
JENSEN, SHARON C
JENSON, WILLIAM D
JOHNSON II, HAROLD W
JOHNSON, ANTHONY JAMES
JOHNSON, CAMERON LAVELL
JOHNSON, DALE K
JOHNSON, DIANE S
JOHNSON, GORDON S
JOHNSON, KAREN S
JOHNSON, KATHLEEN NORMA
JOHNSON, MICHAEL F
JOHNSON, NANNETTE LEE
JOHNSON, RICHARD JAMES
JOHNSON, SCOTT B
JOHNSON, SCOTT KAY
JOHNSTON, MARY L
JOHNSTUN, WILLIAM G
JOLLEY, LEWIS G
JONES, BECKY LYNN
JONES, BROADIE F
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JONES, KENT W
JONES, RICKY D
JORGENSEN, LYNN H
JORGENSEN, SHERRIE L
JORGENSEN, WAYNE M
JORGENSON, JERRY N
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JOYNER, ERIC L
JUDKINS, GARY LOWELL
KAAS, JOY A
KALAHER, THOMAS V
KAMPMAN, VIRGIL L
KANEKO, DUANE R
KARTCHNER, DAVE E
KAY, PRESTON STERLING
KELLER, BRENT
KELLER, KENT R
KELLEY, RONNIE G
KELLY, LARRY
KELLY, MICHAEL S
KENDALL, LYNN C
KENNINGTON, KARL K
KERR, ALLEN R
KERR, SHERRIE
KESTER, CORY JON
KEYES, SCOTT DAREL
KIMBALL, DONNA R
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KIMBALL, GLYNN JOHNSON
KIMBALL, PAMELA KAYE
KIMBER, CHUCK A
KINGSBURY, DAVID E
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KITCHELL, DONALD E
KLEINMAN, CAROLYN S
KLEKAS, PAULINE P
KNOWLDEN, KEITH E
KNOWLDEN, TRUDY W
KNUDSEN, JANET
KOGIANES, CHRYS Z
KOROUS, E DOROTHY
KOUNALIS, RAY H
KOYLE, HOWARD M
KRAMBULE, AMY N
KRAMER, STEPHEN P
KRAWCHUK, CHARLEEN
KREMER, EVA M.
LA BOUNTY, WILLIAM JAMES
LADUE, MONA LEA
LAIL, BENJAMIN G
LAMB, LAMAR NEIL
LAMBERT, RICHARD E
LAMPH, L CLAUDE
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LANG, HANS J
LANGSTEIN, FRANZ
LANGSTON, TONY TERRANCE
LAPLANT JR, RODNEY J
LARGE, FRED H
LARSEN, DEAN R
LARSEN, DELON
LARSEN, GRANT K
LARSEN, LEEANN
LARSEN, PAUL S
LARSEN, ROBERT RICHARD
LARSEN, SHERIN L
LARSON, ROBERT A
LARSON, SHEREL M
LATTA, TERRI L
LAURITZEN, R'DEAN L
LAWRENCE, DEANNA W
LAWRENCE, EVELYN R
LAWRENCE, ROBERT J
LAWS, LEONARD KAYE
LEATHAM, DANIEL J
LEDFORD, BRAD F
LEE, RONALD E
LEIGH, ROBERT E
LEIGH, ROBERT M
LEMONS, ALMA J
LESLIE, JAY BRADLEY
LEWIS JR, KENNETH
LEWIS, JULIE M.
LEWIS, KERRY G
LEWIS, LESLEE M
LEWIS, RUE A
LEWIS, WAYNE R
LILLY, DABNEY L
LINDBERG, LAWRENCE R
LINDE, ROBERT A
LINDSAY JR, LEE OSCAR
LINDSAY, RICHARD B
LINFORD, BETTY ANN
LINFORD, JAMES L
LISTON, DON
LISTON, LEE DALE
LITVIN, BERNARD H
LLOYD, CHARLES
LOADER, BILL C
LOCKE, HAZEN L
LOLOHEA, HALANI
LONG, FERRY R
LONG, L DONALD
LONGMORE, BARBARA
LOOSLE, TINA LOUISE
LOPEZ, CHARLENE L
LOVELL, BRENT C
LOVELL, DAVID N
LOWER, MARK L
LUCEY, LEO S
LUCIDO, JOSEPH G
LUKER, LINDA W
LUND, STEVEN N
LUNDELL, DICK S
LUNDELL, LEWIS LELAND
LUNDY, THOMAS S
MACKAY, CRAIG W
MADSEN, DEAN J
MADSEN, WILLIAM T
MADSON, CRAIG MOYLE
MAHIN, ROBERTA M
MALMBORG, DIANE M
MALMGREN, LINDA L
MANATAU, MATANI U
MANGUS, WALLACE B
MANNING, JOYCE K
MANOUSAKIS, DESSIE
MANWILL, JAMES F
MANWILL, RICK C
MARCH, MYRON K
MARCUSEN, JAMES B
MARINONI, JOYCE MARGIE
MARLIN, SCOTT C
MARLOR, JEAN O
MARSH JR, ROBERT LEE
MARSH, DENNIS D A
MARSHALL, DANA LORRAINE
MARSHALL, TERRY L
MARTIN, FRANK E
MARTINEZ, ARTHUR WILFRED
MARTINEZ, RUBEN CLAUDIO
MARTINEZ, SOLOMON R
MARTINEZ, SUSAN
MASON, BART L
MASON, HERBERT K
MASON, TERRY D
MCAFEE, STANLEY R
MCALISTER, JAMES S
MCCARTHY, CURTIS L
MCCARTHY, KEVIN D
MCCLOUD, RONNIE EDWARD
MCCLURE, SYLVIA
MCCOWN, HAROLD GLENN
MCCRAY , JOHN ARTHUR
MCDANIEL, MERETON LANCE
MCDANIEL, RICHARD L
MCDONALD, JAMES PATRICK
MCDONALD, MICHAEL
MCDONOUGH, RAYMOND J
MCHUGH, THEDA M
MCIFF, STEVEN L
MCIVER, JIM L
MCIVER, STUART M
MCKINLEY, STEVEN B
MCNEIL, THERESA D
MCQUIVEY, DAVID BRENT
MEIER, DARRELL O
MELIS, GEORGE C
MENLOVE, VIRGINIA P
MERAZ, MICHAEL A
MERCER, STEPHEN N
MERRILL, HOWARD D
MERRILL, LEE ALLEN
MERRILL, MICHAEL S
MESSERSMITH, DAVID
METCALF, STEPHEN J
MEYER, CRAIG D
MICHAELIS, DIETMAR E
MIDDLETON, JON A
MIDDLETON, MARGARET A
MIDDLETON, VIC E
MIERA, SAMUEL V
MILLER, LAWRENCE R
MILLER, PAUL E
MILLER, ROBERT A
MILLER, RONDA L
MILLER, STEVEN S
MINER, STEVEN S
MITCHELL, CHRISTINE
MITCHELL, DENISE F
MOCKLI, STEPHEN
MOELLER, ILENE B
MOFFITT, LYLE C
MOLLNER, FLINT J
MOLLNER, PAMELA A
MONRO, NANCY G
MOODY, DENNIS W
MOORE, CHAD J
MORGAN, DONALD GLEN

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MORGAN, LESLIE C
MORGAN, MICHAEL H
MORGAN, NICHOLAS G
MORGAN, SCOTT MAESER
MORGAN, SHERRY D
MORRELL, DONALD F
MORRIS, BRYAN LEWIS
MORTON, KERRY H
MOWER, JIM B
MOWER, STEVEN L
MULLINS, LARRY K
MURRAY, JAMES H
MUSGRAVE, LINDA ANNE
MYERS, JEFFERY C
MYLROIE, LEON
NAK, LARRY J
NAVARRO, RICHARD J
NAYLOR, JOEL DEAN
NEELEY, PATRICIA LEE
NELSON, BETTY EILEEN P
NELSON, DARRELL E
NELSON, MARY JANE
NELSON, PETER M
NEWKIRK, CHARLES W
NEWMAN, RONALD B
NEWSON, KIRK DOUGLAS
NICHOL, CARMEN R
NICHOLS, TERESA
NIELSEN, BLAKE C
NIELSEN, JODY D
NIELSEN, MARION SEARLE
NIELSEN, SPENCER DUANE
NIEMANN, TODD C
NIPPERT, HEIDEMARIE
NITZEL, KEVIN V
NORDQUIST, JUDY L
NORIEGA, ALBERTO
NORMAN, MICHAEL DENNIS
NOYES, CHERYL M
NUZMAN, LESTER J
NYE, ROBERT DEE
O'BRAY, MARTY P.
O'SHERSKY, JAMES
OAKLEY, BART
OCKEY, DAVID M
OCKEY, KATHY DANIELS
OGDEN, DEBORAH S
OGILVIE, GARY
OLIN, JAMES C
OLIN, RAYNE A
OLIVER, CHARLES E
OLIVER, JUDY ANN
OLSEN, JOAN P
OLSEN, LU ANN T
OLSEN, RICHARD L
OLSEN, SCHUYLER T.
ORME, ALDEN B
ORTIZ, PETER ANTHONY
ORTIZ, RONALD L
OTTESEN, EUGENE A
OVERTON, ADRIAN E
OVIATT, MICHAEL DEE
OWEN, MARILYN C
OWEN, ROSS CHARLES
PACE, KARAN DEE
PACE, WINFORD L
PACK, SUSAN S
PADGETT, JAMES B
PADGETT, SUZANNE G
PAINTER, MARION C
PALACIOS, VICTORIA
PALMER-TAYLOR, NATALIE
PANTOJA, PAUL T
PANTOJA, VIOLA
PARDUHN, BRENT LYNN
PARKER JR, WILLIAM S
PARKER, MYRNA PAT
PARKER, THOMAS O
PARKER, TIMOTHY M
PATE, LARRY E
PAXMAN, LINCOLN G
PAXTON, KENNETH G
PAYNE, I REED
PEAY, GREGORY M
PECK, ADELE H
PEDLER, JEAN H
PEIP, GEORGE FRED
PELLAND, FLOYD EDWARD
PEMBERTON, GEORGE S
PENDLEY, DOUGLAS
PENROD, DERK A
PERALES, HORACE S
PERKINS, CHERYL
PERSCHON, MARK M
PERSCHON, SUSAN
PETERSEN, BRYAN MARK
PETERSEN, DONALD WILLIAM
PETERSEN, MERRILEE NELSON
PETERSEN, MICHAEL J
PETERSEN, PAUL LYNN
PETERSON, CLIVE R
PETERSON, DALE E
PETERSON, GLEN C
PETERSON, GLENDA MARJEAN
PETERSON, HENRY
PETERSON, LARRY A
PETERSON, LYNDA ANN
PETERSON, RONALD K
PHELPS, STEVEN DUANE
PHILLIPS, KENDELL RAY
PHILLIPS, NOLA J
PHILLIPS, RAYMOND EDWARD
PIERCE, BEATRICE H
PINO, ANNETTE JENSEN
PINO, ENID O
PINO, JACKIE LYNN
PIVEC, JANEEN N
PLATIS, DANNY GUS
POPE, JERRY RICHARD
POULSEN, BRUCE
POULTON, ROBERT J
POWELL, ROBERT B
POWELL, SALLY L
POWERS, JOHN C
PRATT, DON JAY
PRATT, JEFFREY DUANE
PRATT, MARILYN
PRAY, ROGER T
PRESSETT, EUGENE F
PREVEDEL, KAREN
PRICE, GRANT C
PROESTAKIS, SALLY
PROULX, ANNETTE L
PROULX, CRAIG L
PRUETT, LADDIE D
PULLEY, LYNN RAY
PURSER, JEFF F
QUINTANA, CLAUDIA
QUINTANA, LYNDA A
RADMALL, CLARA A
RADMALL, GREGORY J
RADMALL, TIMOTHY M
RAMAGE, PAMELA M
RANDS, JOSEPH STAN
RASMUSSEN, CRAIG
RASMUSSEN, DAVID M
RASMUSSEN, JON D
RASMUSSEN, KAREN A
RASMUSSEN, PAUL K
RASMUSSEN, ROLAND D
RASMUSSEN, THEO G
RAWLE, CAROLYN S
RAWLE, SHERIL L
REECE, MARY JANE
REED, JAMES H
REFLOW, JOSIE A
REID, EVAN
REISNER, DANIEL REED
REKOUTIS, DEBORAH
RENO, RAYMA
RENO, RUTH A
REUSS, DWAINE F
REVOIR, LLOYD E
RICE, ALAN B
RICHARDS, STANLEY E
RICHARDSON, SHERRY A
RICHMOND, RUTH
RICKS, GEORGE I
RIDER, WAYNE NORRIS
RIGBY, ALICE I
RIGBY, HAL B
RIGBY, PAUL T
ROBERTS, DON L
ROBERTS, LAMAR K
ROBERTS, MARK A
ROBERTSON, CATHY L
ROBERTSON, GREGORY W
ROBERTSON, KATHY M
ROBERTSON, LLOYD F
ROBINSON, JOYCE
ROBINSON, LARRY E
ROBINSON, RICHARD SPENCER II
RODDOM, RONALD L
RODRIGUEZ, RAY G
ROMERO, TOMAS B
ROSE, KEVIN DENNIS
ROSEMAN, BARBARA F
ROWLAND, JACK E
ROWLEY, GWEN
ROWLEY, HELEN MICHELE
ROWLEY, RICK A
ROWZEE, MICHAEL L
RUHSAM, JANET E
RUIZ, MARIE E
RUSSELL, MICHAEL TODD
SADLEIR, STEVEN K
SAGENDORF, STASI J
SAHM, JUDY
SALAS, TERRI A
SALAZ, RAYMOND J
SALISBURY, MARILYN O
SANCHEZ, JOAN F
SANCHEZ, TONY A
SANDBAKEN-HILL, CARRIE L
SANDERS, C ROBERT
SANDERS, MICHAEL
SARGENT, J MILAND
SARRIS, DEBBIE A
SCHACKEL, GREGORY M
SCHARA, ROBERT W
SCHAUGAARD, RONNIE L
SCHELIN, JAY A
SCHIFFMAN, NEIL F
SCHIPAANBOORD, DALE HART
SCHIRLE, CHRISTOPHER J
SCHIRLE, TAMARA OLIVER
SCHMIDT, GERALDINE
SCHREURS, MARSHA C
SCHUFT, ERIK T
SCHUGK, DENNIS C
SCOTT, DAVID J
SCOTT, JODI
SCOTT, TIMOTHY
SEABURY, VIRGINIA G
SEARLE, CHERYL L
SEMMENS, DANA J
SESSIONS, GARY W
SEYMOUR, RODNEY E
SHADIS, CATHERINE A
SHADOAN, JAMES D
SHADOAN, TAMRA EARDLEY
SHAND, DAVID
SHAVERS, LISA LAUREL
SHEFFIELD, PAUL W
SHELTON, CARLA A
SHEPHERD, DENISE
SHEPHERD, JOHN LEE
SHERWOOD, BILLIE
SHEWMAKE, MICKEY D
SHILLINGTON, NANCY
SHULSEN, KENNETH V
SHULSEN, MATTHEW T
SHULSEN, WALLACE R
SIMMONS, LARRY G
SINGELTON, IDALEE DORIS
SINGLETON, DONALD M
SKINNER, LEONARD J
SLATER, LEO W
SLOCUM, TIMOTHY B
SMITH, DARCY C
SMITH, DARIN J
SMITH, EMILY A
SMITH, GREGORY H
SMITH, JAMES N
SMITH, KEITH LYLE
SMITH, LYLE RICHARD
SMITH, PAUL L
SMITH, RICHARD BLAIR
SMITH, ROBERT SAMUEL
SMITH, RONALD A
SMITH, SCOTT E
SMITH, W DALE
SMOUT, JOSEPH K
SORENSEN, MICHAEL B
SORENSEN, RANDALL O
SORENSEN, RAY
SORENSEN, WAYNE JONES
SORENSON, LOWELL GUY
SOUTHWICK, RANDALL E
SPANOS, MICHAEL L
SPENCER, ELDRON L
SPENCER, JOHN F
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SPENDLOVE, DOROTHY
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STAFFLUND, E E
STAGG, VALERIE LINN
STAMPER, RONALD A
STANLEY, PEARLINE
STANLEY, PETER SCOTT
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STARK, D. LOUISE
STAUFFER, SHANNON KAY
STEADMAN, JEFF
STEELE, EDWARD LEONARD
STEELE, ROBERT E
STEIMLE, DENNI
STEINFELDT, PAUL
STEPHENSON, BILL COOPER
STEWART, JAMES ALAN
STEWART, JOSEPH D
STEWART, PAUL A
STEWART, WALLACE T
STICKLEY, JEFFREY T
STICKNEY, MICHAEL RAY
STIREMAN, PHILLIP L
STIRLING, CLYDE B
STOHEL, RANDALL B
STONE, JOHN P
STONE, LLOYD P
STONE, THOMAS
STOWE, JOYCE D
STRATEN, KATHERINE F
STREET, ARTHUR D
STRODE, WILLIAM E
STRONG, GEORGE A
STRONG, KENNETH C
STRONG, ROBERT B
STROUD, THOMAS A
STUART, DAVID MARSHALL
SULLIVAN, RICHARD W
SUMMERS, JERRY W
SUMMERS, MYRON D
SUNDQUIST, R JEFFERY
SWANTY, DEBORAH SUSAN
SWARINGEN, KIM E
SWARTZ, REGINALD J
SWENSON, RONALD M
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TALBOT, ELZO REX
TATE, RUSSELL
TATHAM, RICHARD W
TATHAM, WINFIELD A
TAYLOR, ALLAN L
TAYLOR, BONNIE D
TAYLOR, CHAD A
TAYLOR, DON B
TAYLOR, DONNA L
TAYLOR, FREDRICK L
TAYLOR, GEORGE R
TAYLOR, JERRY LEO
TAYLOR, R DARRAN
TAYLOR, ROCKY ZANE
TEA, LARRY SHANE
TELFORD, MEL R
TERRY, DANIEL MERLIN
TEZAK, VALERIE T
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